

New biz group aims for statewide sustainability action

By Matt Pilon

mpilon@HartfordBusiness.com

Nearly 90 representatives from some of Connecticut's most recognizable companies — Pratt & Whitney, LEGO, ESPN and Uber — gathered recently with the state's top energy regulators and boosters at UBS' Stamford headquarters to plot a green revolution in Connecticut.

The Oct. 13 event, attended by companies from across Connecticut and even New York, served as the launch party

for the Connecticut Sustainable Business Council, a newly formed advocacy group that aims to build a statewide coalition to present a unified voice on ramping up environmental efforts of businesses and government alike.

Some companies, like ride-share service Uber, have already committed financial support to the group, while others in attendance were interested to learn more about how the council

Continued on page 8



UBS' Stephen Freedman talks about climate change with Connecticut Sustainable Business Council CEO Heather Burns (left) and EDP Supply Solutions CEO Meredith Reuben.



Healthy Sector

Connecticut's medical-office sector is among one of the most active segments of the commercial real estate market. Find out why. **PG. 3**



EXECUTIVE PROFILE

Securities Cop

Lynn McKenna-Krumins spent years helping investors grow their nest eggs. Now, as Connecticut's top securities enforcer, she's about shielding investors from wayward financial advisers. **PG. 5**

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The cover features a decorative border at the top with stylized green and yellow leaves. A white banner across the top contains the text "Honoring Connecticut Family Businesses for their outstanding achievements!". Below this, the word "CONNECTICUT" is written in blue capital letters. The main title "Family BUSINESS AWARDS" is prominently displayed, with "Family" in a large, brown, cursive font and "BUSINESS AWARDS" in blue capital letters. The year "2016" is shown below the title. To the right, it says "SPECIAL SECTION >" and "PGS. 13-32". On the left side, there are several small, tilted photographs: a vintage steam tractor, a group of people in formal wear, a building labeled "Swede's Jewelers", a red pickup truck, and two men in suits. On the bottom right, there are more photos showing groups of families and individuals.

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(Left) David Sessions, CEO of Avon commercial developer-landlord Casle Corp. Last April, Casle sold its medical-office portfolio to one of the nation's leading medical-office REITs. (Right) A retail center for Farmington insurer ConnectiCare, which plans to open four storefronts this fall.



PHOTO | CONTRIBUTED

CT med-office sales spotlight sector's rising demand

By Gregory Seay
gseay@HartfordBusiness.com

Last April, one of America's leading medical-office space investors plunked down \$178 million in stock for 29 medical-office properties in the Hartford region and southern Connecticut from Avon commercial developer-builder-landlord Casle Corp.

It was the first time that Arizona-based Healthcare Trust of America Inc. (HTA), a real estate investment trust (REIT) founded in 2006 with a medical-office portfolio totaling about 17.5 million square feet spread across some two dozen U.S. markets and worth around \$4.2 billion, has invested in Nutmeg State real estate. But it won't be the last, HTA officers say.

Connecticut's medical-office market, as well as many others nationwide, presents an

opportunity for HTA and other investors to consolidate what some see as a fractured marketplace, similar to the nation's healthcare system.

For HTA, Casle's stable roster of health-related tenants who serve Connecticut's population of aging but affluent residents were linchpins to the purchase, said HTA Chief Financial Officer Robert Milligan.

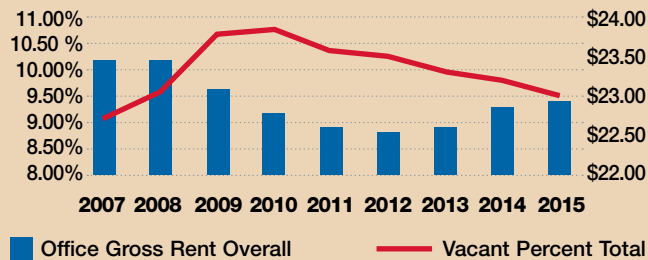
"We are interested in continuing to expand in the area, particularly around Hartford and New Haven," Milligan said recently.

Largest U.S. Medical Office Deals of 2015

Buyer	Seller	Sale Price
Ventas REIT	Ardent Health Services	\$1.6B
Ventas REIT	ARC Healthcare REIT (HCT)	\$1.3B
Medical Properties Trust (MPW)	Capella Healthcare	\$600M
SNH REIT	Cole Properties Trust	\$539M
Health Care REIT	G&L Realty	\$443M
HCP Inc.	Memorial Hermann Health System	\$225M

SOURCE: REVISTAMED.COM

Medical Office Vacancy Rate & Asking Rent



SOURCE: REVISTA

In June, HTA followed up its Casle deal with the acquisition of a pair of Middletown medical office buildings on Saybrook Road that New York landlord Seavest LLC had bought just six years earlier. Seavest said it wasn't looking to sell, yet it got about \$11 million — more than double the \$4.8 million it paid for them.

Seavest, too, insists that despite selling its only two medical-office buildings in Connecticut, it hasn't given up on this state's market. Seavest says it prefers properties that are close to hospitals that are ranked high for their patient services and outcomes.

"We could very easily tomorrow find opportunity to develop or acquire in Connecticut," said John L. Winer, senior managing director and chief investment officer for Seavest Healthcare, the unit that ran and sold the pair of Middletown medical offices.

Connecticut's medical-office sector, HTA and other realty experts say, is among one of the most active segments of the commercial real estate market. Connecticut Children's Medical Center, Hartford Hospital, St. Francis Hospital and Medical Center, plus physician groups such as ProHealth Physicians, are among major tenants in many medical-office locales statewide. There are also myriad privately-owned urgent-care and other outpatient clinics that have cropped up in recent years.

Generally, real estate stands out right now

among other investment-asset classes, Winer said, due to its relatively better rate of return than, say, money-market accounts and certificates of deposit, or certain types of equity or other investment options.

Medical offices are particularly attractive, Winer said, because they typically attract creditworthy tenants willing to commit to long-term leases in an industry that draws its share of patients in good and lean times.

But a key driver in the growth of medical-office space, he said, has been the desire of hospitals and other care providers to "unbundle" their ambulatory, or "outpatient," services into suburban offices and clinics to be nearer where health consumers reside.

Demand for medical-office space also reflects Connecticut's and America's aging population.

HTA prefers markets like Connecticut that offer an aging, affluent population, Milligan said. Counting the Casle portfolio and the two Seavest properties, HTA has now invested just over \$1 billion in about 3 million square feet of medical-office space in markets within a 110-mile radius of Hartford, Milligan said. Those include New Haven, Boston and White Plains, N.Y.

Casle's portfolio especially, HTA's finance chief said, was "an opportunity to come into

Continued

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Med-office Sales

a market like Hartford with size, with great healthcare partners in the buildings, and with a great [building] management team already with Casle and Grove Properties.”

Milligan says the success of medical offices tends to be driven more by tenants, many of which are large hospital or physician practices that typically commit to long-term leases in their buildings. By contrast, the profitability of nursing homes and other assisted-care real estate is fueled more by the operator, he said.

Casle CEO David Sessions said one other factor helped make its properties attractive to HTA. It is the decline in capitalization, or “cap” rates for many categories of income-producing real estate, Sessions said.

Tied to prevailing interest rates, the cap rate is a common real-estate industry gauge for calculating the rate of investment return on a property based on the income it generates.

“Generally, across the country, cap rates have trended downward, which increases the value of income-producing properties,” said Sessions, adding he hasn’t seen real estate cap rates this low in the last 26 years.

REITs are always buying and selling real estate into and out of their portfolios, chasing the best returns, or yields, Sessions added.

“This is very much an interest-rate sensitive market,” he said. “They’re a prudent company looking for yields demanded by investors.”

But some healthcare tenants may pose a moving target for HTA and other medical-office landlords.

Mark Teare is regional director, real estate, for Trinity Health-New England, parent of St. Francis Hospital and Medical Center and four other Connecticut and New England hospitals.

Teare said Hartford’s medical-office market is a combination of newer, state-of-the-art

spaces and older, outmoded facilities. Meantime, Trinity-New England is drafting a regional strategic plan for all of its spaces — owned and leased — to determine how to make the most efficient use of them.

“We’re going to be much more selective in our site selection, and we will also be looking at consolidation opportunities,” he said.

Hartford Hospital, by contrast, says it has more than 100 leased medical-office building sites in Connecticut.

Retail locations, too, are candidates for medical offices, said Teare, who recently inspected a “relatively large space” in a shopping center whose location he declined to identify. In late September, Farmington insurer ConnectiCare said it will open four retail centers this fall for face-to-face delivery of health-insurance services in Manchester, Newington, Bridgeport and Orange. ■

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Lynn McKenna-Krumins

Director, Securities and Business Investment Division, CT Department of Banking

Highest education: BA, business administration, UConn, 1991

Executive insights:

"I believe the three most important attributes a leader can have are adaptability, authenticity and compassion. You need to be able to adapt your style to different situations and be able to adapt to overall change, which is a constant in this world."

Lynn McKenna-Krumins spent years helping investors grow their nest eggs. As Connecticut's top securities enforcer, she's about shielding investors from wayward financial advisers.

CT's securities chief comes full circle with Hartford base

By Gregory Seay

gseay@HartfordBusiness.com

In 1991, Lynn McKenna-Krumins, at the time fresh from UConn with her business degree in hand, got a job in downtown Hartford, working at Advest Inc., then one of Connecticut's best-known independent regional brokerage houses.

There, McKenna-Krumins says she learned the ropes to qualify as a licensed financial adviser and broker, while also gaining an affinity for helping people manage money to realize their goals for paying for the kids' college or for retirement.

Twenty-five years later, with several financial-services stops in between, including former Cigna Retirement Services and her last stop at Prudential Financial Services in Shelton, McKenna-Krumins is back in downtown Hartford.

This time, however, the state has armed her with a big stick as chief overseer of the securities and business investment division of the state Department of Banking housed at 250 Constitution Plaza. Her annual salary is \$124,822.

It's a role, McKenna-Krumins says she has prepared for through training and work assignments throughout her career. But most of all, her new job elevates her visibility and passion for helping people, she says.

"There are a lot of things going on in the industry right now," said McKenna-Krumins, who began her job in late September. "There are a lot of things happening on the compliance side that are good."

"Being in a job, for me, isn't about having a job," she said. "It's about helping people. My job is to help them make sure they're getting what's been promised."

In particular, McKenna-Krumins' eyes are on new federal rules requiring investment advisers to behave as fiduciaries, giving financial advice and direction that serves customers' best interests — first and foremost.

It replaces the old requirement of "investor suitability," meaning investors were guided to investments that may not always have been in their best interests.

State Banking Commissioner Jorge Perez said, "We are excited to have Lynn join our team. She brings a high level of expertise and knowledge of the securities

industry from the private sector as well as strong leadership experience. Her energy and drive are a perfect fit for the Department of Banking and I am sure she will excel in her new role as she has done in her former positions."

Raised in Glastonbury and a graduate of the local high school, McKenna-Krumins spent five years at Advest, until 1996, before moving over to what was then Cigna Retirement Services, managing its broker-dealer. But she left Cigna after three years, in 1999, to join the American Skandia investment arm of Swedish insurer Skandia Life, in Shelton.

She became an employee of Prudential Life following its 2003 acquisition of American Skandia Inc.

At Pru, she says she had many responsibilities, including overseeing all aspects of the investment-advisory area, as well as oversight of the client-solutions department. Oversight of these areas required her to partner daily with the compliance and legal departments at Pru.

"Doing that role required me to have knowledge of several different areas," she said. "That, plus other roles, prepared me for the state job."

Away from work, McKenna-Krumins and her husband, Rick, a self-employed carpenter, share their Manchester home with their pet tabby cat, Orion.

They also travel frequently, she says, adding that books are another favorite pastime. (Currently, she's reading Stephen King's "The Bazaar of Bad Dreams").

Connecticut's huge per-capita net worth relative to other states has made many of its households unwitting targets for financial scammers.

Lately, federal prosecutors have announced several indictments and convictions of the worst fraudsters.

"You're going to have 100 good apples in a barrel, but you're going to have the one that's not," McKenna-Krumins said. "Our job is to make sure they're held accountable."

While accountability is important, the state securities chief also is responsible for promoting financial literacy for consumers and businesses — another tool for limiting fraud and improving investor satisfaction.

"The more we can help them," she said, "the better off they'll be."

SPOTLIGHT ON: RELIGIOUS



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BY THE NUMBERS

\$300,000

The approximate amount of money Republican Congressional candidates in Connecticut raised through September, a new low for the GOP, according to the CT Mirror.

\$40K

The UConn athletic department's profit margin in fiscal 2016, a year in which it recorded \$78.8 million in revenues.

9%

The projected national growth in Obamacare enrollment in 2017.

\$2.8M

The amount of money the Travelers Championship generated for charity this year, which is a tournament record.

TOP 5 MOST READ

on HartfordBusiness.com

■ Work to resume at Hartford ballpark

■ Tribes: East Windsor, South Windsor now vying for third casino

■ Bob's Furniture building new Manchester HQ

■ Hartford, New Haven among top 20 'rattiest' cities

■ HSB acquires 'Internet of Things' startup

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PHOTO: HBJ FILE

The shuttered East Hartford Showcase Cinemas is the site of a possible casino.

TOP STORY

East Windsor, South Windsor now vying for third casino

The two tribes soliciting proposals for a third Connecticut casino announced last week that East Windsor and South Windsor sites are now in the mix, following an Oct. 15 request for proposals (RFP) deadline.

MMCT Venture, which is the organization led by the Mohegan and Mashantucket Pequot tribes, said the new proposals join sites being considered in East Hartford, Hartford and Windsor Locks.

Details on all of the plans were not immediately available, but South Windsor Town Manager Matthew B. Galligan identified his town's site.

South Windsor has 22 acres in the I-291 development zone that it owns jointly with developers DCK of Pittsburgh. Instead of creating an industrial park, the town and developers decided to submit a detailed proposal for a casino, Galligan said.

In East Windsor, the town is proposing a casino on 55 acres off I-91 near exits 44 and 45. Showcase Cinemas went out of business there, but 40 acres are buildable and the site is zoned commercial, said First Selectman Robert Maynard.

The new casino would be owned and operated by the tribes and designed to save jobs and revenue in Connecticut.

Developer Anthony J. Ravosa Jr., a member of Silver Lane Partners LLC, also provided details on East Hartford's amended application, saying in an email that the site would include a 150,000-square-foot parking lot behind the former Showcase Cinemas as the spot for a primary gaming floor. The entire site's size is now about 300,000 square feet and is zoned commercial already, he said.

Sites in Windsor Locks also are under consideration. Sportech resubmitted its plans for development of its existing OTB campus next to Bradley International Airport.

ECONOMIC DEVELOPMENT & CONSTRUCTION

Work to resume at Hartford ballpark

Hartford Mayor Luke Bronin last week signed a takeover agreement with Arch Insurance Co. to resume work at Dunkin' Donuts Park.

Stadium work has been stalled but Arch Insurance tapped Baltimore-based Whiting-Turner Contracting Co. to complete construction on the unfinished ballpark in late September.

The city fired the original developer for shoddy and late work, which had been expected to cost \$53.5 million, but whose pricetag has grown. The original developer, Centerplan Construction, is suing the city over the firing.

The Hartford Yard Goats, which played their entire 2016 season on the road, aims to play the upcoming season with Hartford as their home base beginning April 13.

Bob's Furniture building new Manchester HQ

Manchester home-furnishings retailer Bob's Discount Furniture broke ground last week for its new headquarters in town.

Gov. Dannel P. Malloy joined Bob's executives, Manchester's mayor and other town officials for the ceremony at the site of its current 90,000-square-foot store/headquarters at 428 Tolland Turnpike.

The new, 103,000-square-foot building will be located next door and will house 326 Bob's workers. The retailer also plans to add 125 new jobs, officials said.

No completion date was disclosed.

NONPROFITS

Travelers championship raised record \$2.8M+

The Travelers Championship generated a record \$2.8 million-plus for charity at this year's event.

The record-setting number was boosted by the Bruce Edwards Foundation Benefit Dinner, which raised more than \$1.3 million.

This year's fundraising effort brings the total money distributed since Travelers became title sponsor in 2007 to nearly \$13 million. More than 600 charities have received funds from the tournament over that time.

Alan Schnitzer, Travelers chief executive officer, said more than 160 charities will benefit from this year's effort.

This year's primary charitable beneficiary was the ALS Clinic at the Hospital for Special Care in New Britain.

MANUFACTURING

Pratt's turbofan engine saving on fuel

Pratt & Whitney's PurePower geared turbofan engine has entered passenger service with Spirit Airlines, which debuted its first Airbus A320neo flight from Detroit to Los Angeles on Oct. 16.

Spirit Airlines calculated that on that 2,000 mile flight, the new aircraft saved about 422 gallons of fuel compared with the previous model. Performance on other aircraft also confirms that the engine reduces fuel burn by 16 percent, lowers emissions by 50 percent and reduces the noise footprint by 75 percent.

Spirit Airlines has ordered 55 of Airbus' latest narrow-body passenger jets, each powered by Pratt & Whitney's PurePower PW1100G-JM engines. Eight carriers are flying 22 geared turbofan engine powered aircraft across the globe.

ENERGY & UTILITIES

Report: Transportation, buildings key to emissions reductions

With a major shift from coal to natural gas and more efficient power plants largely complete in the Northeast, further reductions in greenhouse gas emissions will have to come from other sectors, according to a new report conducted by Massachusetts-based M.J. Bradley & Associates.

For states that have pledged emissions reductions, including Connecticut, there is more to be done in transportation and buildings, according to the report, which was funded by several foundations and other donors with environmental missions.

Continuing to "decarbonize" power generation will be important, as will a shift from gasoline-powered cars to electric vehicles, and from fossil-fuel heating systems to electric heat pumps in buildings, if states are to hit their goals.

There are many potential hurdles to achieving further emissions reductions, including utility companies' opposition to clean-energy tariffs, the economic struggles of nuclear plants, which do not emit CO2, and the relatively slow adoption of electric vehicles, the report said.

GOVERNMENT, POLITICS & LAW

Malloy to FEMA: Help CT cope with crumbling foundations

Gov. Dannel P. Malloy has asked federal regulators to assess the damage caused by crumbling foundations in some 43,130 homes in Connecticut after an earlier inquiry failed to get their attention.

Malloy last week asked the Federal Emergency Management Agency (FEMA) to establish a field office in northeastern Connecticut and conduct a preliminary damage assessment on the properties with foundations that are at risk of crumbling and collapsing due to what the state believes is the result of a natural disaster.

In a letter to FEMA Administrator Craig Fugate, Malloy states that potentially tens of thousands of Connecticut residents are at risk, and that federal expertise is critical to the ongoing efforts by state and local governments, and a coalition of insurance companies that are working to address the problem.

INSURANCE

Survey: CT insurers leaders in addressing climate change

The Hartford, Travelers and seven other insurers with operations in Connecticut earned high-quality ratings for efforts to address climate change, according to a survey analyzed by Ceres, a Boston-based nonprofit that promotes sustainability.

According to the Insurer Climate Risk Disclosure Survey Report & Scorecard, those two insurers, plus Lincoln National, AIG, Munich Re, XI, MetLife, Chubb and Prudential all earned the high-quality ratings, Ceres said. Some of these companies are based here while others have a significant presence in the state.

Chubb and Travelers were among the most improved, going from low-quality and medium quality, respectively, to high-quality ratings.

Analyzing survey results of 148 insurance companies representing 71 percent of the U.S. market, the report evaluates the quality and comprehensiveness of climate risk disclosures by insurance companies. The firms responded to the National Association of Insurance Commissioners (NAIC) Climate Risk Disclosure Survey.



A drone is shown inspecting a house ravaged by a fire.

TECHNOLOGY

Drones aid Hartford insurer in assessing hurricane claims

The Travelers Cos. Inc. is using drones to help inspect property damage in the states affected by Hurricane Matthew.

The insurer, with major Hartford operations, is deploying claims professionals who will use the small unmanned aircraft systems to assess properties in South Carolina, Georgia and other states affected by the recent storm. Travelers' drone operators have been trained to meet the Federal Aviation Administration's regulations and have been fully certified by the FAA to operate the drones.

Patrick Gee, senior vice president of claims at Travelers, said drone usage will help customers recover from losses more quickly "because it expedites inspections, payments and repairs."

Travelers launched its drone training program last spring in anticipation of the FAA's commercial drone regulations, which took effect in August.

REAL ESTATE

Hartford area house prices higher in Sept.

Existing-home sales in the Hartford area flattened in September, but median prices rose 5 percent, Realtors say, noting that sales listings have tightened.

There were 1,076 single-family units sold last month vs. 1,066 sold in Sept. 2015, the Greater Hartford Association of Realtors (GHAR) said. Median-sale price for the most recent closings was \$229,000 vs. \$217,000 a year earlier, GHAR said.

Meanwhile, new listings for houses on the market dipped 14.5 percent in September, typically when fewer dwellings come up for sale due to approaching cold weather and the holiday season.

In the condominium market, their closings grew steeply in September, up 13 percent to 9,118 units vs. 8,067 a year ago, the association said.

However, their median sale price plummeted last month to \$136,000 vs. \$155,000 the same month last year.

Glastonbury's Somerset Sq. draws \$42M sale

A New York City commercial landlord says it paid \$42 million for Glastonbury's The Shops at Somerset Square.

Manhattan-based Rouse Properties said last week its purchase of the 115,000-square-foot "lifestyle" shopping center at 140 Glastonbury Blvd. marks its first foray into Connecticut's commercial real estate market.

The seller wasn't disclosed.

"The Shops at Somerset Square ... addition ... allows us to enter the strong Northeast market and add another dominant retail center where we can create added value by enhancing the merchandising mix and shopping experience," Rouse CEO Brian Harper said in a statement.

Somerset Square's retail lineup includes: Max Fish and Max Amore, Lux Bond & Green, Francesca's, Victoria's Secret, White House Black Market, Chicos, Talbots, Chipotle and Starbucks.

Rouse Properties is a real estate investment trust owned by affiliates of Brookfield Asset Management. Its portfolio includes 36 malls and retail centers in 22 states (23.8 million square feet).

WHAT'S AHEAD:

- 10/31 Focus: **Retail**
- The List: **Largest Shopping Centers**
- Nonprofit Profile: **MetroHartford Alliance**

CALENDAR

WEDNESDAY, OCT. 26

Manufacturing Forum



Chuck Richards

CONNSTEP Inc. is hosting a manufacturing forum to help business owners shape the future of their companies by gaining insight into what drives value and how to assess their current state of operations.

The event, featuring keynote speaker **Chuck Richards**, founder of CoreValue Software, and a panel of industry experts, will be held Oct. 26, from 7:30 a.m. to noon, at the Sheraton Hartford South in Rocky Hill.

Richards will focus on the opportunities and challenges business owners — nationally and locally — face when operating and sustaining a manufacturing company.

The event lineup also includes a panel discussion moderated by Bonnie Stewart, vice president of government and public affairs of the Connecticut Business and Industry Association.

Cost to attend is \$25. For more information or to register go to: <http://www.connstep.org/>.

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Green council targets climate change

might benefit them, and vice versa.

Launched by longtime corporate-sustainability advocate Heather Burns, the council is pursuing nonprofit certification and hopes to combine elements of a chamber of commerce and think tank to promote policies and initiatives for businesses and government that could slow climate change.

Similar groups exist in other states, including Massachusetts, California, Vermont and West Virginia.

"I know that to be successful in bringing sustainable business to the next level, which by the way is critical to the existence of humans on this planet, we must break down industry sectors and cross county lines in the state," said Burns, a Fairfield County resident.

In addition to Uber, the Connecticut Sustainable Business Council's founding members include the quasi-public Connecticut Green Bank; New Haven's ESG Compass, which provides software to assess environmental and other risks; Milford's EBP Supply Solutions, which counts green cleaning supplies among its offerings; and White Plains-based commuter services provider Metro-pool, whose CEO John Lyons is chairing the council's board of directors.

Mackey Dykes, the Green Bank's vice president of commercial and industrial programs, said at the launch event that the Green Bank was excited about the council's potential.

"There hasn't been a like-minded forum

for groups like us and businesses like us to come together to share best practices to advocate together for sustainability in the state and to promote it," Dykes said.

Keri Enright-Kato, director of the Department of Energy and Environmental Protection's office of climate change and technology, said Connecticut can't solve climate change on its own, but collective efforts — such as a Northeast carbon-credit trading program created in 2008 — can make a difference.

"We know sustainability makes business sense," Enright-Kato said to the audience, adding that it can help reduce operating costs, improve reputations, attract employees and open new markets. "What are the opportunities for which your company or organization might have the biggest sustainable impact?"

Though much of the council's governance structure and high-level members are Fairfield County focused, that could change. Burns said she is planning launch events in Hartford and New Haven in March and June, respectively. She intends for the council to have a statewide membership.

Matt Powers, Uber's Connecticut general manager, said he saw a clear reason for the ridesharing company, which markets its services as a way to reduce traffic and greenhouse-gas emissions, to participate.

"What we're hopeful for is we can work with other like-minded businesses across the state to drive some real change," Powers said,

"whether it's on the legislative side or telling the public about sustainability."

Asked about their respective interests in the council, Pratt & Whitney and ESPN both expressed optimism about its prospects.

"At Pratt & Whitney, and across all of United Technologies, we define sustainability as doing good for the planet while we do good for our customers, employees, communities and shareowners," said Pratt spokesman Ray Hernandez. "To that end, we continuously evaluate opportunities where we can share best practices on sustainability and are encouraged to see many of our area peers engaged in similar activities."

ESPN's Kevin Martinez, vice president of corporate citizenship, said his company wants to learn from area companies that are "on the cutting edge of sustainability."

"ESPN is committed to protecting and preserving the environment, as well as educating and inspiring sports fans to embrace sustainable choices and lifestyles," Martinez said. "We actively manage our energy and water consumption, as well as waste."

Early goals

Though the council's precise policy agenda is yet to be determined, it's leadership has identified several key focus areas that it hopes will allow the organization to unite a broad variety of industry sectors, from institutional investors to organic farmers and manufacturers.

They include climate change and emissions, sustainable supply chains and sustainable procurement.

Burns is an expert on the latter, having run a consultancy since 2006 to help companies and government agencies implement sustainable strategies.

One idea discussed at the launch event was pushing state government to beef up Connecticut's sustainable procurement program, possibly through an executive order from Gov. Dannel P. Malloy. Connecticut already has sustainability requirements for agencies purchasing a variety of products, including cleaning supplies, appliances and vehicles. But Burns thinks that list could be expanded.

"We hope to increase market demand for those [sustainable] products and services," she said. "We want to help those suppliers grow."

One relatively new concept is creating sustainability standards for the professional services industry. Burns is vice chair of a committee within NSF International — an arbiter of standards and certifications for various products — that has been working on a framework for professional services. The committee began its work in 2009 after President Obama issued an executive order requiring federal purchasers to consider an array of environmental and social impacts for both products and services.

Burns said she expects the NSF

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Seeking a Green Coalition

These companies have formally joined the Connecticut Sustainable Business Council, or showed potential interest in joining the group, by sending representatives to the council's Oct. 13 launch event at UBS's Stamford headquarters.

Connecticut Green Bank	Eversource Energy	The LEGO Group
CT Green Building Council	Fusco Corp.	Uber
EBP Supply Solutions	Pratt & Whitney	UBS Financial Services Inc.
ESPN	Robinson + Cole	UTC Aerospace Systems
Ethan Allen Global Inc.	Stamford Marriott	Yale University

SOURCE: CONNECTICUT SUSTAINABLE BUSINESS COUNCIL

committee to issue draft standards later this year for public comment.

They wouldn't be binding, but she hopes to use the council to encourage Connecticut's state government to adopt the new standards.

Differing interests

Perhaps one of the biggest challenges for the fledgling council will be catering to a wide base of industries and convincing companies that sustainability is worth the effort.

During a panel discussion, Stephen Freedman, UBS' head of investment strategy, said the best way to make the case to businesses about sustainability is by talking about the risks of not taking action — from physical risks to legal risks to potential changes in consumer behavior.

"The problem is this is all very long term," Freedman acknowledged, noting that he sometimes struggles to convince clients that environmental investments won't underperform other options, even if the evidence shows they won't. "We're talking about many decades until [climate change] maybe gets ugly."

Still, panelist David Levine, executive director of the American Sustainable Business Council, said more businesses are paying attention to their environmental and social impacts.

"It's short-term thinking that's gotten us into this situation to begin with," Levine said.

Though it remains to be seen how it will fare, the Connecticut Sustainability Council hopes to be a force that pushes back against that mindset. ■

Russian Lady hit with music lawsuit

The music licensing industry has struck again, this time targeting a downtown Hartford bar for playing 10 songs for patrons, when it allegedly did not hold the rights to do so.

Broadcast Music International (BMI), one of several major licensing entities, filed suit against the The Russian Lady earlier this month, seeking unspecified damages for songs allegedly played (largely on March 18) at the Ann Uccello Street establishment.

The 10 songs listed in the federal lawsuit were all released in the 1990s. Among them are the Smashing Pumpkins' "1979," R.E.M.'s "Losing My Religion," Oasis' "Wonderwall" and Bush's "Glycerine."

BMI represents the respective rights holders to the various tracks, from Billy Corgan to Noel Gallagher.

BMI's Hartford attorney, Michael J. Rye of Cantor Colburn, wrote in court filings that since June 2014, BMI has reached out to the bar and its owner, Jerry Fornarelli, more than 35 times by phone, mail and email "in an effort to educate defendants as to their obligations under the Copyright Act with respect to the necessity of purchasing a license for the public performance of musical compositions in the BMI Repertoire."

Some of those communications were cease-and-desists, according to the suit.

Fornarelli and The Russian Lady had not yet entered a response to the complaint as of press time. Fornarelli did not return a message left at the bar seeking comment.



The Russian Lady faces a copyright infringement suit.

Asked about the suit, BMI spokeswoman Jodie Thomas said BMI sends persistent communications to establishments because some are unaware of how copyright laws affect the playing of music in a commercial setting.

"That is why we spend so much time trying to educate business owners about the value that music brings to their establishment, the requirements of copyright law, and the importance of maintaining a music license," Thomas said.

Since 2012, BMI has sued at least nine other Connecticut businesses, according to court records. In four of those suits, judgments against the defendants, totaling \$86,500, have been made public. The penalty per song has averaged just over \$3,600.

Meanwhile, four suits have been withdrawn or settled, while one remains open, in addition to The Russian Lady complaint.

— Matt Pilon

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DEAL WATCH



Carla's Pasta's South Windsor facility at 50 Talbot Lane is expanding again.

Carla's Pasta dishes up \$35M Vernon expansion

Gregory Seay



South Windsor foodmaker Carla's Pasta is planning a \$35 million expansion — its second in three years — of its 100,000-square-foot production plant that it says will add more jobs.

Groundbreaking recently occurred at its headquarter-production facility at 50 Talbot Lane for a 77,000-square-foot addition for food processing and storage, the private company announced recently.

Completion is set for next September.

Started in the founder's home kitchen, Carla's makes frozen pastas and pesto sauces distributed to local, regional and national retail and food-service accounts in North America and the Caribbean. In Oct. 2015, the company launched its own retail brand, Cucina di Carla.

Through a spokeswoman, Carla's declined to reveal annual sales or to say whether it's profitable.

Dennis GRP is architect and general contractor.

Currently, Carla's employs 179, but once the expansion is complete, it says it plans to hire between 25 and 35 more.

In 2013, Carla's completed a 30,000-square-foot expansion of its South Windsor facility.

Idle Berlin Tpke. station sold

A vacant Mobil station/mini-mart on the Berlin Turnpike in Newington recently sold for \$900,000, the broker says.

ANZ Petroleum Inc., based in the Terryville section of Plymouth, acquired the retail site on 0.71 acres at 3191 Berlin Turnpike/Route 5-15, across from Bob's Discount Furniture, from seller Richard J. Bonelli Estate, according to broker Reno Properties Group LLC.

ANZ, which operates refueling stations across Connecticut under the Citgo, Valero and Liberty flags, plans to reopen the station to sell motor fuel, car washing, and to operate a mini-mart, Reno said.

CliniSinitas opens 3 CT centers

A Florida multicultural health provider whose emphasis is on the Hispanic marketplace has opened in Newington one of its three newest Connecticut medical offices.

CliniSinitas Medical Centers recently

leased space in three shopping centers, said East Hartford tenant broker Goman + York Property Advisors LLC.

In Newington, CliniSinitas signed for 13,300 square feet in Newington Commons, 150-205 Kitts Lane. TLG Newington LLC, a unit of New York-based Yale Realty Services, is landlord for the Newington property.

CliniSinitas also leased 8,636 square feet at Bridgeport's Brookside Plaza Shopping Center, 4551 Main St.; and in Orange, in 12,000 square feet in Orange Promenade, 100 Boston Post Road.

CliniSinitas and ConnectiCare have partnered to offer a multicultural health-care delivery model in Connecticut, mainly to serve the growing Hispanic population.

Berlin space offered

About a third of the space in a 109,925-square-foot Berlin industrial building is available for lease, brokers say.

The building at 500 Four Rod Road has 35,000 square feet for lease annually at \$3.50 per foot, according to listing broker Reno Properties Group LLC.

The space is minimally divisible to 600 square feet, with numerous buildouts available.

The building offers 20-foot to 32-foot high ceilings and a new roof, with drive-in doors available to all spaces. The 16-acre site offers parking for tractor-trailers.

Farmington Wellness Center bows

The Farmington Wellness Center, a co-working space for health practitioners, has opened in the former Keiler & Co. advertising-marketing agency office building on Main Street, the landlord says.

The center occupies 4,275 square feet in the 26,000-square-foot commercial building on 7.94 wooded acres at 304 Main St., at the intersection with Colt Highway/Route 6.

Aside from space, the wellness center also provides a core support staff to healthcare tenants, the landlord said.

New York City landlord Yisroel Rabinowitz and his Universal Enterprise LLC acquired the building for \$1.425 million earlier this year.

The building contains a commercial kitchen, meeting spaces, community areas, a video studio for live wellness talks, and private offices/spaces that can be rented by health practitioners.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

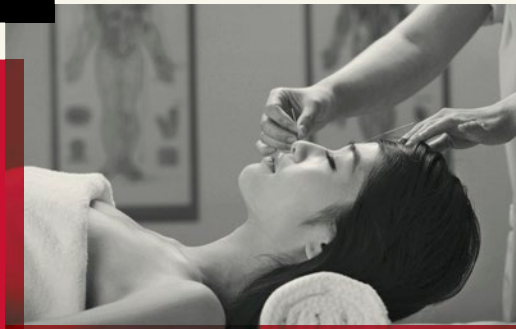
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MOVERS & SHAKERS



Dr. Kamal Shoukri



Dr. Jonathan P. Shepherd



Laurie Martin



Susan Bernier

Chief of endocrinology among two new doctors at St. Francis

Dr. Kamal Shoukri has joined the medical staff of St. Francis Hospital and Medical Center as chief of endocrinology and **Dr. Jonathan P. Shepherd** has joined as a fellowship-trained urogynecologist with St. Francis Medical Group.

Shoukri also will serve as the site director for the endocrinology fellowship training program at St. Francis. He joins St. Francis after serving as the endocrinology fellowship director at Tufts University School of Medicine/Baystate Medical Center in Springfield for 10 years. Shoukri has been in clinical practice for 26 years, focusing on endocrinology, diabetes and metabolism with special interest in metabolic bone disease, thyroid disease and endocrine neoplasia. He is board certified in internal medicine and endocrinology, diabetes and metabolism.

Shepherd has been in practice for six years, and is board certified in female pelvic medicine and reconstructive surgery. His clinical interests include prolapse and incontinence.

PURA chairman now cyber chief

Art House of Simsbury has been appointed to the newly created position of the state's chief cyber security risk officer.

House, one of three commissioners and chairman of the Connecticut Public Utilities Regulatory Authority (PURA), will be responsible for working to enhance comprehensive cybersecurity prevention and protection efforts.

Malloy said he made the appointment to position Connecticut as a leader in safeguarding critical infrastructure from cybersecurity threats.

House has been one of three PURA commissioners since 2012, and has played an extensive role in developing the state's Cybersecurity Action Plan, released earlier this year.

Prior to joining PURA, House served as chief of the communications group for the National Geospatial-Intelligence Agency, a combat support agency of the U.S. Department of Defense and the nation's primary source of geospatial intelligence.

State treasurer names new deputy chief for retirement plans

Connecticut State Treasurer Denise L. Nappier has appointed **Laurie Martin** deputy chief investment officer for the \$30 billion Connecticut Retirement Plans and Trust Funds (CRPTF).

Martin joins the Connecticut Treasury after serving 12 years as director of treasury services at Baystate Health Inc. Prior to Baystate Health, Martin held investment accounting positions at ITT Hartford and Mass Mutual Life Insurance Co. She began her career at KPMG Peat Marwick as an audit and tax specialist.

Martin succeeds Deborah Spalding who had served as deputy chief investment officer from 2013 to 2015, at which time Spalding was named chief investment officer.

Hartford Foundation for Public Giving adds CT Supreme Court judge to board

Connecticut Supreme Court Associate Justice **Richard N. Palmer** has been appointed to the board of directors of the Hartford Foundation for Public Giving, the community foundation for Hartford and 28 surrounding towns.

Palmer's appointment by Connecticut Supreme Court Chief Justice Chase T. Rogers took effect Sept.



Dr. Aileen R. Pangilinan



Dr. Vincent M. Varilla

14 and will run through Dec. 31 to complete the unexpired term of the late Judge David M. Borden. Palmer will then serve one full five-year term on the foundation's board from Jan. 1, 2017, through Dec. 31, 2021.

Palmer has served on the state Supreme Court since 1993. Previously, he served as chief state's attorney for the state of Connecticut and as U.S. attorney general in Connecticut.

USI Consulting Group names VP of retirement services in Glastonbury

USI Consulting Group said **Ryan Savage** has joined the company as assistant vice president of retirement services, based in Glastonbury. Savage brings more than 15 years of experience working exclusively with employer-sponsored retirement plans in the private and public sectors, spending the last eight years with Voya Financial.

Savage consults on fiduciary coverage, vendor selection, plan design, investments and employee education. He is dedicated to emerging plans and is a registered representative of USI Securities Inc., a wholly owned subsidiary of USI Consulting Group.

Simsbury Bank adds mortgage loan adviser

Simsbury Bank has hired **Susan Bernier** as a mortgage loan adviser on its home loans team. Bernier will work with homebuyers on their mortgages through closing and also work closely with clients, Realtors, financial advisers and attorneys. While based at the bank's West Hartford branch, she also will focus on lending throughout southern Connecticut, including Fairfield County.

Bernier has more than 23 years of mortgage-origination experience, most recently as a mortgage loan officer with United Bank.

St. Francis adds physician couple specializing in geriatrics

Drs. Aileen R. Pangilinan and **Vincent M. Varilla** have joined the medical staff of St. Francis Hospital and Medical Center as specialists in geriatrics with St. Francis Medical Group. Married, both are board certified in internal medicine and geriatrics.

Pangilinan and Varilla completed fellowship training in geriatric medicine at UConn Health and residency training in internal medicine at UConn Health, and both serve as assistant professors of the department of medicine at UConn Health.

Sonia Plumb Dance Co. announces new executive director

Sonia Plumb Dance Co. has announced the hiring of **Michelle Serra** as its executive director after several years writing grants and organizing events for the nonprofit arts institution located in Hartford.

Serra was immersed in the artistic side of dance for many years, and began working with Artistic Director Sonia Plumb in 1990 as an original company member. She has taught dance for the University of Hartford, Amherst Ballet Co. and Deerfield Academy.

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Investment Income	\$613,369	\$202,741
Other	\$145,500	\$149,321
TOTAL	\$3,224,346	\$2,384,723

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$1,637,685	\$1,512,032
Fundraising Fees	\$0	\$0
Other	\$1,218,162	\$947,608
TOTAL	\$2,855,847	\$2,459,640
MARGIN	\$368,499	\$(74,917)

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
Matthew Katz, CEO	\$280,125	\$304,436
Kenneth Ferrucci, Senior VP	\$133,272	\$145,320
Layne Gakos, General Counsel	\$113,093	\$120,529

SOURCE: GUIDESTAR IRS 990 TAX FORM

PHOTO | CONTRIBUTED



Asylum Hill Boys & Girls Club members accept a check from Sovita Chiropractic.

Sovita Chiropractic Center presented a **\$1,000** check to a group of youth members at the Asylum Hill Boys & Girls Club in Hartford. The funds were raised by Sovita's team members through workshops, wellness days, stress relief and staff appreciation programs.

The Greater Hartford Arts Council received **\$10,000** from **UnitedHealthcare** to support the 2017 "Arts & Wellness" grant program. The program will support four local arts organizations in producing programs to engage adults with physical disabilities in creative therapy.

Legrand of West Hartford made a **\$50,000** donation to the **American Red Cross** disaster-relief fund. Legrand's donation will be used to help the Red Cross prepare for,

respond to and help people recover from disasters.

The Dime Bank Foundation in Norwich has awarded **Channel 3 Kids Camp** a **\$2,500** grant. The funding will be used specifically to provide camp scholarships to children from New London County.

Goodwin College in East Hart-

ford has been awarded a **\$15,000** grant (shown below) for scholarship support by the **Gene Haas Foundation**, based in Oxnard, Calif. The Haas Foundation's goal is to introduce students to careers in machine technology and manufacturing.



Pictured (from left) are: Justine Piercy, Cliff Thermer, Len Walsh, Lorraine Palmer, Jeff Boulden and Chip Thermer.

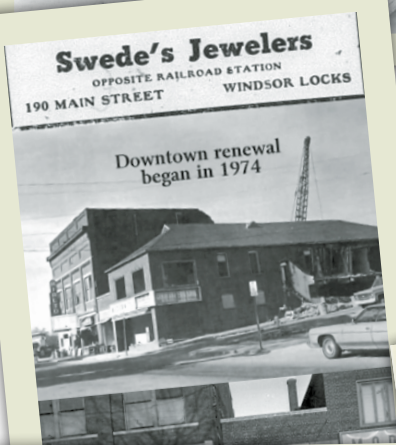
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CT's successful family businesses run the industry gamut

One of the great things about family businesses is that they can sprout in nearly any industry. Connecticut, in particular, has a diverse array of family businesses, some of which have been around for more than a century. They represent some of the greatest companies Connecticut has to offer. For the 2016 Connecticut Family Business Awards, the Hartford Business Journal is highlighting some of the finest family businesses in the state, from a wide range of industries.

They are jewelers, media companies, trash disposers and even nursing-home operators, among many others. In the pages that follow, we highlight our top winners — along with dozens of other nominees — including what sets them apart from the competition, how they stay ahead in the marketplace, and how they remain true to

their founding principles in a modern economy. For these companies, the key to long-term success is treating everyone like family including employees and customers.



The Connecticut Family Business Awards honor companies that had particularly strong successes over the last 12 months by: completing expansions, growing revenues, adding employees or fulfilling major projects.

Yet, as they find success, these companies stay rooted in their traditions, even if that means changing with the times. Please join Hartford Business Journal in congratulating this year's winners, who were chosen by an independent panel of judges (see PG. 42 for more information on them). And remember, we'll be back next year with a new crop of winners, so please nominate any worthy companies.

Greg Bordonaro
Editor

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- » ABC Specialty Contractor of the Year
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Swede's Jewelers maintains personal touch



By Natalie Missakian
Special to the Hartford Business Journal

Rob Szwed can never forget the year Santa Claus accidentally skipped his house. Like any eager kid on Christmas morning, he rose at dawn and raced down the stairs, his siblings trailing behind him. But when he reached the bottom, his parents were asleep on the couch and there were no toys under the tree.

Years later, Szwed learned that his parents stored the gifts at the family jewelry shop and planned to go back for them when the children were sleeping. But after a long day at the store, they sat down to rest and fell asleep.

"They were exhausted taking care of us and running their business," explained Szwed, one of eight children.

All ended well (his parents told the kids Santa mistakenly left the presents at the shop), but when he tells the story today, he is struck by the sacrifices his parents made for the business and their family.

It's that kind of work ethic — along with a commitment to quality craftsmanship — that propelled Swede's Jewelers from a small home-based watch business to the full-service jewelry store it is today.

"He did it all — the watch repair, the books, everything," Szwed said of his father, Stan Swede, who ran the store with his wife, Alice. (Rob and the rest of the family would later adopt the original spelling of their last name.)

Szwed remembers his father working late into the night over an ironing board set up in the living room, disassembling watches and oiling the mainsprings.

"We'd get up in the morning for school and he'd still be there," Szwed said. It was painstaking work, and sometimes he'd take an old watch apart and demonstrate for the kids. When they asked why it took so many steps, he'd reply: "You can't take any shortcuts when it comes to quality."

Swede founded the company in 1946 after coming home from World War II, where he served in the U.S. Marine Corps. Specializing in fine watch repair, he was soon selling



timepieces to soldiers who lived in the barracks near Bradley Field. With bigger dreams of a full-fledged jewelry store, he opened a tiny shop on Main Street in Windsor Locks.

"When you walked in, it was just a little wider than the doorway," Szwed said. The business remained on Main Street — moving several times to accommodate the growing business — until 1974, when a redevelopment project forced them to relocate to the store's current spot in Geissler's Plaza in East Windsor.

As children and teenagers, Szwed and his siblings each had jobs to do at the store. Szwed remembers being charged with making bows around holiday time. "We had a hand-cranking machine that would wind up the ribbon," Szwed recalled.

Today, he runs the store with his brother, Stan Jr., and his sister, Elaine Ward, all registered jewelers. The trio has brought the shop into the 21st century with a major makeover and an expansion of the company's website this year.

Ward said the biggest thing that sets Swede's apart from other jewelry stores is knowledge and experience. Both of her brothers have been named certified gemologists by the American

Gem Society, a top honor in the field.

"For a little store like ours to have somebody that talented and knowledgeable is pretty rare," she said.

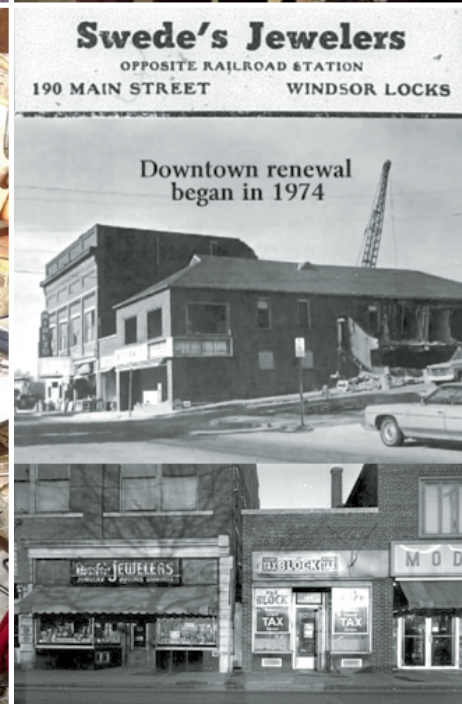
While many jewelry stores send pieces out for sizing or repair, Swede's does almost all of its work on site, including sizing, diamond setting, engraving and repairs.

In 2011, the business became one of the first in New England to use a laser welding system, allowing for stronger repairs on delicate pieces, which cannot always withstand the heat of a traditional jeweler's torch, Szwed explained.

Szwed knows he can't match the splashy TV commercials of big-name jewelry stores or the convenience of online shopping, but the company attracts customers through reputation, he said, and keeps them by selling jewelry with a friendly touch.

"The nicest thing is to really know that you gave the customer the right item. Not just selling something and saying, 'I'm glad I got rid of that,'" said Ward.

"When a customer comes in we would like them to have an experience with us," Rob Szwed added. "You can't get that online." ■



(Top left) Rob Szwed (secretary), Elaine Ward (vice president), and Stan Szwed (president) are the children of Swede's Jewelers founder Stanley Anthony Szwed Sr. In the photo to the right, Swede's employees stand for a company photo. (Bottom left) Stan Szwed sitting and working at his workbench. (Bottom right) A 1974 photo of Swede's Jewelers when it was located in Windsor Locks.

Swede's Jewelers Inc.

Headquarters: East Windsor

Industry: Jewelry

Year Founded: 1946

Founder: Stanley Anthony Szwed Sr.

Generation Currently Running Company: Second

No. of Full-Time Employees: 4

No. of Part-Time Employees: 3

Family Members Currently Employed at Company: Daughter (V.P.) Elaine Ward; Son (President) Stanley Szwed Jr.; Son (Secretary) Robert Szwed; Daughter, Ali Colapietro; Grandson, Alexander Szwed

Company Website: swedesjewelers.com



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Innovation key to Paine's trash-hauling evolution



By Natalie Missakian

Special to the Hartford Business Journal

Mike Paine's family trash business has always been ahead of its time. Looking for ways to be frugal at the start of the Great Depression, Paine's grandfather Albert, a farmer, came up with an idea to collect garbage from two private schools.

In those days — before processed and pre-packaged groceries — food scraps made up most of the trash, so he brought the waste back to the family farm in Simsbury and fed it to the pigs.

Call it the ancestor of curbside recycling.

"The business has almost come full circle," said Mike Paine, president of Paine's Recycling and Rubbish Removal in East Granby. "Now we're starting to talk about organics recycling, which is really what we were doing back then."

Decades later, Paine's, founded in 1929, would become the first trash company in New England to do automated collection and curbside recycling — practices that are now staples of the business.

That track record of forward thinking helped land Paine a spot this year in the National Waste and Recycling Association's Hall of Fame. It was a highlight of a career that began when he was a teenager accompanying his dad on his dual route: collecting garbage and delivering eggs to homes around Simsbury.

"I can remember going into people's kitchens and their refrigerators and looking to see how many eggs they had and filling the empty spots," said Paine.

Over the years, the garbage route grew by word of mouth from the two schools to much of Simsbury, eventually surpassing the farm as the family's main money maker. In the mid-1970s, to keep up with the expansion, the family moved the business to the center of town, and in 1986, to its current location in East Granby.

"When we moved up here we had 11

trucks and we had so much space it was crazy," Paine recalled, explaining his father, who was running the business at that time, wanted ample room for future growth. Today, with 55 trucks and nearly four times the staff, the company serves more than 40 towns in Hartford and Litchfield counties and parts of Massachusetts.

Paine's has long been a pioneer in the industry. During the economic boom of the late 1980s — when new hires in the trash business were hard to come by — Paine's became the first in New England to introduce automated trash collection, partly as a way to keep good employees working. The new trucks emptied trash barrels using a mechanical arm maneuvered with a joystick.

"You were no longer limited by how long your body could lift a metal barrel and dump it in the back of a truck," said Julie Paine-Miller, Mike's niece and expected successor. "As long as you could move your hand and use your feet and steer, you were good to go."

Soon after, the company started curbside recycling — before the state made it mandatory — and transferred displaced workers from the old two-person trucks to the recycling operation. It's become a major focus of the business.

"We started with 14-to-18-gallon bins and now we use 95-gallon carts," Paine said. "Some are actually going to smaller trash



(Top, far left) President Mike Paine Sr. with Vice President Julie Paine-Miller. (Left) Company founders Albert and Mary Paine. (Bottom, far left) One of Paine's first garbage trucks, next to a photo of a Paine's employee riding in a modern-day trash hauler. The dog's name is Duke and he is the company's "resident morale officer."



PHOTOS | CONTRIBUTED

Paine's Incorporated

Headquarters: East Granby

Industry: Recycling and rubbish removal

Year Founded: 1929

Founder: Albert and Mary Paine

Generation Currently Running Company:
Third and fourth

No. of Full-Time Employees: 69

No. of Part-Time Employees: 5

Family Members Currently Employed at

Company: Mike Paine Sr., President, husband of Jean; Jean Paine, Financial Assistant, wife of Mike; Mike Paine Jr., son of Mike and Jean; Molly Paine, Customer Service Commercial Representative, sister-in-law of Mike and Jean, mother of Julie; Julie Paine-Miller, Vice President, daughter of Molly, niece of Mike and Jean; Sean Crombez, IT Administrator, brother-in-law of Mike, Jean and Molly, uncle to Mike Jr. and Julie

Company Website: www.painesinc.com

barrels because they are generating so much less waste and recycling so much more."

When it comes to the environment, Paine's walks the walk. The company is in the process of converting its fleet from diesel to compressed natural gas, a greener, although costlier alternative. "It's not necessarily dollar conscious for us but it's the right thing to do," he said.

Paine said good customers and good employees have been key to the company's staying power, and the company strives to treat both like family. He said recently a customer came in to pay a bill and his car broke down in the parking lot.

"We offered to get him going but he already called AAA," Paine recalled. He said the customer seemed surprised that employees would go out of their way to assist. "I said, 'Why wouldn't we? We want to help you out.'"

To be a Paine's employee, added Paine-Miller, "you've got to have a good heart and want to do good things for people."

In turn, she said, the company does the same for employees, some of whom have known her since she was in diapers. In September, the company sponsored a river cruise in Hartford to give workers and their families a chance to socialize outside of work.

"The more you get to know one another, the more it really is like family," she said. ■

Congratulations to the recipients and finalists of the 2016 Family Business Awards for their contributions to the business landscape of Connecticut.



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Record-Journal embraces digital age amid changing media landscape



PHOTOS | CONTRIBUTED

By Natalie Missakian
Special to the Hartford Business Journal

For those working in — or closely following — the newspaper industry, it seems each new day brings another bleak headline: a long-established paper going under, another newsroom cutting its staff.

Against this backdrop, the family-owned Record-Journal in Meriden isn't just hanging on. It's thriving — so much so that Editor & Publisher, the national journalism trade magazine, named it one of its "10 Newspapers That Do it Right" last March.

The secret? For one, the company embraces change, said Liz White Notarangelo, executive vice president and assistant publisher. Over the last year, the Record-Journal Publishing Company changed its name to the more all-encompassing RJ Media Group — reflecting its shift to multimedia news. It also moved from its 110-year-old location downtown into a new modern office space, and surpassed ambitious goals for growing its digital audience and revenue.

"Change has to excite you or this isn't the right industry to be in," said Notarangelo, the fifth generation of her family to help run the newspaper. Readers may prefer to get their news online these days, but she rejects any suggestion that newspapers are a dying business.

"I don't think about it that way," she said. "I actually think 10 years ago a lot of people in the industry felt that way about it and were more focused on surviving. But now I think the tone of the newspaper industry has changed and it's really exciting."

Rather than being a threat, she said, the internet is creating opportunities. "If you combine our print and our digital products together, we have more reach than we've ever had by far," said Notarangelo, who was also among Editor & Publisher's "25 under 35" this year, in part for her "healthy optimism" in a turbulent business climate.

Last year, Notarangelo led a charge to boost digital practices by launching Revolution 2015, with the goal of increasing page views and digital revenue each by 20 percent. The company divided into teams by department, studied the industry's best practices and introduced new ways to drive audience and revenue growth.



The results were better than imagined: page views jumped by 40 percent and revenue by 53 percent. Social media drove much of the increase, Notarangelo said.

"Our firm lives and breathes social media now," said Notarangelo. "We're using Facebook, Twitter, Instagram, Snapchat, Pinterest — and if anything new comes along, we're testing it out."

The move to a new office near the Meriden/Wallingford border helped set the tone for innovation, said Notarangelo. She said the old building, with offices on three different floors, made teamwork challenging.

"We have a very modern office now," she said. "It feels very open and collaborative."

Despite moving in new directions, the newspaper's roots are firmly planted in the community. Notarangelo's father, Eliot White, is president and publisher. Before that, her grandparents, Carter and Barbara White, ran the paper together for decades — Carter as publisher, Barbara as editor.

As a teenager, Notarangelo worked summer jobs in just about every department. After getting her MBA, she returned full time in 2006, and launched the paper's first website, MyRecordJournal.com.

The paper itself dates back to 1867, when it began publishing as The Weekly Visitor. In 1892, Notarangelo's great, great grandfather, E.E. Smith, purchased it with Thomas Warnock and made it a daily, The Morning

Record. In 1977, it merged with the afternoon paper, the Journal, and became the Record-Journal.

Notarangelo said the focus on community news has been crucial to the newspaper's success, and the flexibility of family ownership has made it more resilient than some corporate-owned industry peers.

For readers, she said, one of the big advantages of family ownership is accessibility. "We see people at the grocery store, or at chamber events, or out and about in these towns. People aren't always happy with what a newspaper is covering ... but they always give us feedback. We're available for them to reach out to us, and they do."

Diana Reilly, associate director of the United Way of Meriden and Wallingford, said the newspaper "has a sincere interest in our success and the success of our community." In addition to donating advertising space and covering United Way events, she said the paper supports a summer youth camp and donates food baskets for the holiday food drive.

As a former employee of the Record-Journal's Newspapers in Education program in the late 1990s, Reilly remembered the company staging holiday parties for residents of a local women's shelter.

"I knew then it was more than just putting out the newspaper," she said. "It was about reaching out into the community and doing what they could to make a difference." ■



(Top left) A company group photo. (Top right) Eliot White (president and publisher, fourth generation) and Liz White Notarangelo (executive vice president, fifth generation). (Bottom left) The Record-Journal is a 149-year-old family business, so they have created a timeline representing significant events in the company's history that is displayed prominently. This is a photo of the whole timeline. (Bottom right) Record-Journal employees enjoying a Mexican Fiesta lunch in the work cafe.

Record-Journal

Headquarters: Meriden

Industry: Newspapers

Year Founded: 1867

Founder: Thomas Warnock and E.E. Smith

Generation Currently Running Company: Fourth

No. of Full-Time Employees: 85

No. of Part-Time Employees: 6

Family Members Currently Employed at Company: Eliot White, President and Publisher, fourth generation, father of Liz White Notarangelo; Liz White Notarangelo, Executive Vice President, fifth generation, daughter of Eliot White

Company Website: www.myrecordjournal.com



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Arbors uses technology, innovation to stay relevant in assisted-living sector



By Natalie Missakian
Special to the Hartford Business Journal

When an Arbors of Hop Brook resident needs a ride to a dentist or doctor's appointment, they simply call an Arbors staff member, who arranges for an Uber driver to come get them.

Booking a ride with the popular driver-for-hire service requires some basic technological know-how — customers must first own a smartphone and then download an app to access and pay for the service online. But at the Arbors assisted-living facility, residents just hit autodial on a cell phone provided by the staff, and the transportation plans are taken care of, said Paul Liistro, co-owner and CEO of Arbors of Hop Brook LC.

"The technology of having Uber has given our residents extraordinary flexibility," said Liistro, adding residents seem to prefer the service to costlier taxis. "All of a sudden they are free to go wherever they want."

Uber is just one way the family-owned, long-term care provider is leveraging technology to improve the lives of residents, whether it's at Arbors or at the company's two skilled-nursing homes, Manchester Manor and Vernon Manor.

From an electronic record-keeping system that keeps better track of patients' health, to a high-tech plasma airborne infection control system to reduce the spread of disease, to state-of-the-art medical equipment, the company has led Connecticut in introducing the latest in technology, Liistro said.

"Our skilled-nursing facilities are probably some of the most technologically sophisticated in the state," said Liistro, a second-generation owner who runs the company with his brother, Brian. "There are [nursing homes] that are using some of the things we have. No one is using all of the things we have."

Liistro's extended family has ties to Connecticut's long-term care industry dating back to the 1950s. His parents opened Manchester Manor in 1966 and Vernon Manor the following decade, in 1977. His mother's five siblings were all in the nursing-home business as well.

"At one point in time, had we been one company, we would have owned 20 percent of the nursing homes in Connecticut," Liistro said.

The family opened Arbors, also based in



(Top left) Paul and his brother Brian Liistro are co-managing partners of Manchester-based Arbors of Hop Brook, which runs continuing-care and skilled-nursing facilities in Connecticut. Shown above are nurses, patients and other caregivers at various Arbors facilities, which include the 126-bed Manchester Manor and 120-bed Vernon Manor.

Manchester, in 1988, to provide a place for older residents who still wanted to be independent, but needed help with some everyday tasks. If an Arbors resident eventually needs more advanced medical care, they have access to Manchester Manor next door.

The company has a record of quality, with both Vernon and Manchester manors earning five-star ratings on the U.S. Department of Health and Human Services' website, a designation, according to Liistro, that is earned by only 20 percent of the nation's 15,000 nursing homes.

Billy Nelson, administrator for the 126-bed Manchester Manor, said he's worked at bigger corporate-owned nursing homes around the country, and none measure up to those run by the Liistro family. Nelson served as administrator of the 120-bed Vernon Manor from 2003-2007 and, after working at other nursing homes, returned to the company in Aug. 2015.

"I came back because I enjoyed working for a family-run business," said Nelson. "We don't wait for anything. If an air conditioning unit breaks, it's fixed tomorrow."

While the delivery of long-term care has changed dramatically since his family began in the business, Liistro said the company

is changing with the times. In the last few years, a state and federal push to provide more care in home- and community-based settings has led to a string of nursing-home bankruptcies and closings.

Liistro said his company has weathered the storm by changing its business model to focus more on short-term care. The company recently completed \$3.5 million in renovations at each of its skilled-nursing facilities, adding three new short-term rehabilitation wings with larger, modern rooms and new furniture, including \$2,000 adjustable beds. It also added the latest in diagnostic equipment, such as new heart-monitoring machines, a bladder scanner and Doppler ultrasound.

The renovation also included additional private rooms in response to patient demand. If a patient requests a private room and all are full, the nursing home now puts patient names on an "upgrade list." Because of quick turnover in the rehabilitation wing, the company is usually able to accommodate the requests, Liistro said.

"I always describe what we do as a caring for people business," said Liistro. "You've got to have a passion for it because you're improving people's lives in a time of greatest need." ■

Arbors of Hop Brook LP

Headquarters: Manchester

Industry: Skilled nursing and continuing-care retirement

Year Founded: 1966

Founder: Helen Liistro and Paul G. Liistro

Generation Currently Running Company: Second

No. of Full-Time Employees: 226 (Including two partners)

No. of Part-Time Employees: 220

Family Members Currently Employed at Company: Paul T. Liistro, Managing Partner and Brian Liistro, Managing Partner (Brothers)

Company Websites: www.arborsct.com; www.manchestermanorct.com; www.vernonmanorct.com



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Baribault Jewelers

Headquarters: Glastonbury

Industry: Retail Fine Jewelry

Year Founded: 1948

Founder: Philip Baribault Sr.

Generation Currently Running Company: Third

No. of Full-Time Employees: 7

No. of Part-Time Employees: 8

Family Members Currently Employed at

Company: Lewis Baribault Jr., President and father of third generation, Christina, Lewis and Raeann; Raeann Baribault Schwartz, Partner/Marketing Director, youngest daughter of Lew and Cathy; Christina Baribault-Ortiz, Partner/Financial Director, oldest daughter of Lew and Cathy; Lewis Baribault III, Partner/Sales Manager, middle son of Lew and Cathy; Philip Baribault III, Watch Department Manager, brother of Lew; Cathy Baribault, Engraving Specialist, wife of Lew and mother of third generation; Carole Baribault, Bookkeeper, mother of Philip and Lew

Company Website: Baribaultjewelers.com

Q&A

How do you remain competitive in the market?

We listen to our customers and invite them into our store like we are inviting them into our home. We feel so passionately that we don't want to just sell jewelry, we want to build relationships and make friends with our clients and the jewelry is just the icing on the cake. By getting to know one another we can really help find the perfect piece or pieces of jewelry to commemorate moments in people's lives.

What are your most significant accomplishments in the last year?

- Increased our sales volume by 10 percent
- Hosted the most successful spring and fall Tacori trunk show in the country
- Hosted a charity event supporting the Glastonbury Education Foundation at the store raising over \$3,500 for the foundation
- Achieved Platinum Tacori status
- Invested in three new designer collections
- Established an estate collection in store of Rolex, Breitling and Cartier watches
- Hired three new full-time employees and one part-time employee
- Launched our Google Review campaign, which has brought in more customers than any other advertising in the past
- Reached over 5,000 Facebook followers

What is the biggest challenge to your



The Baribault family (top) and team (right) enjoy an outdoor photo and a summer picnic.

business in the coming year?

Similar to any retailer, getting people to come to our store without the preconceived notion that we are more expensive than other larger jewelry stores. We pride ourselves on quality and value and getting that message out in an authentic way is one of our challenges.

What are the top two goals for your company over the next 10 years?

To redesign our store and add a second floor to our building for offices so we have room to expand the showroom and redesign in a way that creates a more authentic, completely unique shopping experience, projected completion date of fall 2017. We also want to lean our operations and sales process and increase our sales by 50 percent within the next five years. ■



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BioSafe Systems

Headquarters: East Hartford

Industry: Sustainable chemical manufacturing

Year Founded: 1998

Founder: Rob Larose and Rene Larose

Generation Currently Running Company: Second

No. of Full-Time Employees: 54

No. of Part-Time Employees: 10

Family Members Currently Employed at

Company: Rob Larose, CEO and owner; Mary Ann Larose, owner's wife; Lauren Larose Crane, Product Registration Manager, Michael Larose, Agriculture Market Manager, Matthew Larose, Retail Technical Representative — all Rob and Mary Ann's children; Justin Crane, Equipment Manager, Rob and Mary Ann's son-in-law; Steve Larose, T&O Technical Sales Representative, Rob's Brother.

Company Website: www.biosafesystems.com



(Left) At an annual sales meeting, the BioSafe family enjoys a competitive and fun game of whirlyball. In the other photo, members of the family business (from left to right) Michael Larose, Nicole Larose, Justin Crane, Mary Ann Larose holding Ava Crane, Rob Larose holding Emma Crane, Lauren Larose Crane and Matt Larose.



Q&A

How do you remain competitive in the market?

Our core competency has always been developing sustainable products that are highly effective. We began this company long before "sustainable" was a buzzword and we are dedicated to emerging as the leader in the growing field of biotech companies. We have stayed the course; we are now beginning to see that the world is catching up.

What are your most significant accomplishments in the last year?

Growth and the ability to hire and expand. For the most part, the profit of the company goes right back into it, we expand operations, production facilities and sales of course, if the company is great, our employees are happy and vice versa. But one of our proudest accomplishments came back in December when the entire organization donated portions of their paychecks to help a local family in need get through some hard times. Each year we choose charities to donate to, but this year was extra special.

How do you instill your family values in your employees?

Just like every other company, we host events and invite loved ones, but on any given day, you may come to the corporate office

in East Hartford and Bentley, our office's boxer, will pleasantly greet you, the owner's grandchildren may be toddling around, or an employee's child might be straightening out a cubicle because there was an issue with day-care that day. It's in our branding too; we purposely choose words like "Family of Products."

What is the biggest challenge your business faces in the coming year?

We operate our business in one of the most competitive markets in the world, and nothing ever stays static. We have to consistently develop new relationships with our customers and develop effective and relevant products to remain competitive. This year will be no different.

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Hughes Health & Rehabilitation

Headquarters: West Hartford

Industry: Health care/skilled-nursing facility

Year Founded: 1961

Founder: Dr. Eugene Flaxman

Generation Currently Running Company: First

No. of Full-Time Employees: 167

No. of Part-Time Employees: 42

Family Members Currently Employed at Company:

Dr. Eugene Flaxman, founder of Hughes Health & Rehabilitation; Brian Flaxman, assistant vice president, son of founder Dr. Eugene Flaxman; Matthew Wilbur, dietary aide, grandson of founder Dr. Eugene Flaxman and son of Brian Flaxman; Ross Flaxman, summer intern in dietary department, grandson of Dr. Eugene Flaxman.

Company Website: www.HughesHealth.com

Q&A

What are your most significant accomplishments in the last year?

Hughes was one of just three long-term and post-acute care providers in the U.S. that earned the 2016 Gold – Excellence in Quality Award from the American Health Care Association/National Center for Assisted Living, based on the criteria of the nationally recognized Baldrige Performance Excellence Program.

Hughes was selected as a recipient of the Excellence in Action award by the National Research Corp., recognizing long-term care and senior-living organizations that achieve exceptionally high levels of excellence. Hughes became the first skilled-nursing facility in New England to offer Cycling Without Age, a program created in Denmark that provides rickshaw rides for the elderly, and was named one of "America's Best for Extended Care" by the Women's Choice Awards for the third consecutive year. Hughes' Vice President Mark Finkelstein was selected as a top performer for the third time by the American College of Health Care Administration.

How do you instill your family values in your employees?

When Dr. Eugene Flaxman opened the doors to Hughes Health & Rehabilitation in 1961, he worked diligently to ensure that the spirit of family became the method of operations here. Our mission is to provide healthcare



Hughes' founder Dr. Eugene Flaxman's son Brian and grandson Ross welcome guests to the West Hartford facility located on Highland Street. Brian and his son Ross continue Flaxman's mission of providing healthcare services in an environment where everyone is treated like family.

services in an environment where caring makes the difference.

Our vision is to be known as the best provider of care in the community. The approach is simple: caring for loved one's family style. This concept is introduced to every employee upon hire with emphasis on compassion and the development of supportive relationships. The mission and vision statement are written on the back of all employees' badges, in the employee handbook, and posted in all offices. They are discussed during staff and department meetings and during performance evaluations.

They are part of the conversations with patients, residents, families, partners, stakeholders, suppliers and the community.

How can Connecticut improve its family business environment?

Connecticut can improve our business environment by providing adequate reimbursement under Title XIX. This is a state that permits nursing-home rates to be determined by the state legislature. It has been eight years since the General Assembly provided a rate increase to these facilities. At the same time it has increased the tax burden and promulgated new regulations and requirements.

This is forcing family owned business to sell to large companies where economies of scale can be realized. Adequate reimbursement and responsible and fair taxation would help immeasurably.

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Date: Thursday, November 10, 2016 Time: 7:30 a.m.–9:30 a.m.

Where: Infinity Music Hall, 32 Front Street, Hartford | Single Ticket Rate: \$45.00



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Dale Rhodes,
Vice President of
Sales and Marketing,
Integrated IT Solutions

Panelists:



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Levchuk**
Attorney, Buckley
Richardson
& Gelinis



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O&G Industries

Headquarters: Torrington

Industry: Construction services and products

Year founded: 1923

Founder: Andrew Oneglia

Generation currently running the company: Third, with fourth actively participating

No. of full-time employees: 700-plus

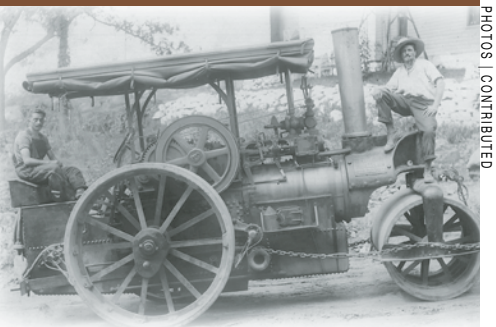
No. of part-time employees: Under 15

Family members currently employed at company:

Cousins, third generation: David Oneglia, President; Gregory Oneglia, Vice Chairman of the Board; Raymond Oneglia, Vice Chairman of the Board.

Cousins, fourth generation: Brad Oneglia, Assistant Vice President, Asphalt Division; Christina Rossi, New Business Development; Kara Oneglia, Assistant Vice President, Masonry Division; Matt Oneglia, Business Analyst; Ryan Oneglia, Assistant Vice President, Heavy Civil Division; T.J. Oneglia, Assistant Vice President, Materials Division

Company website: ogind.com



(Left) The fourth generation of Oneglias has been working for more than a decade, managing and growing the family business. Shown are: Matt Oneglia, Christina Oneglia, Kara Oneglia, T.J. Oneglia, Ryan Oneglia and Brad Oneglia. In the photo above, O&G founder Andrew Oneglia (left) with partner Flavio Gervasini, posing on their prized steam roller, the first large piece of equipment they purchased for their new business in 1923.

Q&A

How do you instill your family values in your employees?

The lines between family and company have never been distinct at O&G. Now in our third and fourth generations of ownership, each generation has grown up around the business, seeing employees as a very natural extension of our family. Our family and corporate values – hard work, ethical behavior, caring for those around you – come from the top down and are caught rather than taught.

We believe that they can only be passed down to our employees by demonstrating them ourselves. When employees see this, we hope it gives them the desire to want to be

part of building more than just a project but the company's history as well as its future.

How do you plan to keep your business going even after your current top executive retires?

Following in the footsteps of the great men who have come before us will always be a challenge. But those same footsteps have shown each succeeding generation the path to success and what must be done to continue this journey we've each started on.

We have taken the foundations they have laid and are continuing to build upon them, maintaining our company's unchangeable core values while adding our own perspective that is informed by the ever-changing world in which we operate. Staying ahead of the curve, innovating and pursuing opportunities that fit our

business will be critical in the modern economy.

What is the one family value you want passed onto each generation of your business?

The value of hard work is critical to the success of the company. The construction industry is one that literally works night and day. If hard work is not a core value, then you won't make it very long in this business.

Making connections with your employees at every level of the organization is also very important. Because we don't operate in just one location and can't be at every job or facility every day, making sure our team members know they can approach any one of us with a concern and are heard and respected is vital to maintaining the family atmosphere we all cherish so much.

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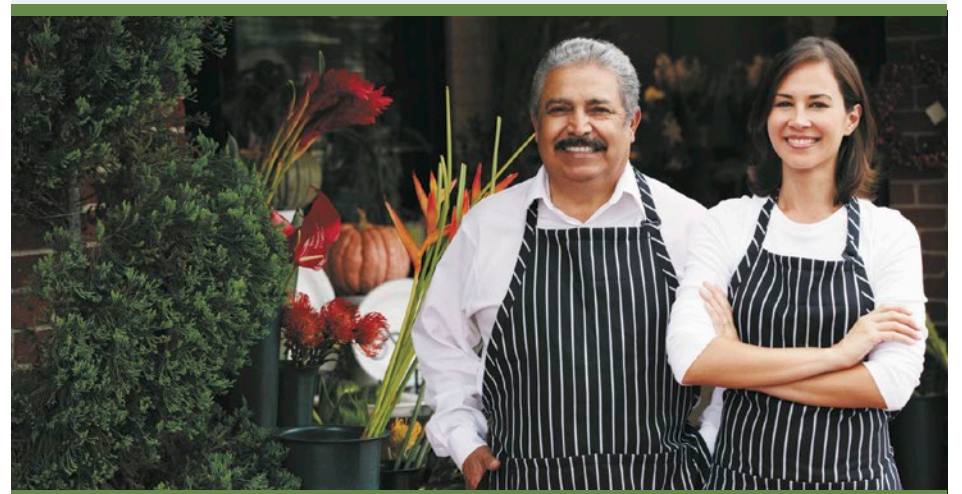
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Fortunato Construction Group

Headquarters: Kensington

Industry: Construction

Year Founded: 1989

Founder: Vincent J. Fortunato

Generation Currently Running Company: First

No. of Full-Time Employees: 24

No. of Part-Time Employees: 0

Family Members Currently Employed at

Company: Vincent Fortunato, President, CEO; Rich Fortunato, Vice President, COO – Vince's brother; Lindsey Fortunato, Project Architect – Vince's daughter

Company Website: fortunatoconstruction.com

Q&A

How do you instill your family values in your employees?

At Fortunato Construction Group we think of our team as one big family. We lead with the values of respect, integrity, loyalty and generosity. The relationships we develop on our team and with our clients are the single most important aspect of our business, and we encourage all of our employees to nurture these relationships that remain at the heart of their practice.

We believe in caring for the whole person that shows up to work each day, supporting their independence, guiding their growth, and celebrating their successes. Our president has always led by example, supporting his team generously, sharing wisdom, friendship, and liberal rewards for hard work.

Perhaps most admirably, Vince truly cares for each of his employees as he cares for his family, often supporting individuals through the difficult challenges that life presents. This support has led to long-lasting employee tenures with the firm, many with careers over 15 and 20 years.

How can Connecticut improve its family business environment?

We often find that the most successful and rewarding projects we build are in partnerships with clients who are also connected to a family business. We experience the greatest alignment in values with these clients, and



The Fortunato Construction Group team is shown celebrating the company's 25th anniversary at a party held at the Infinity Music Hall in Hartford.

enjoy deeper relationships founded on mutual respect, a desire for legacy, and a "whatever it takes" attitude that gets the job done.

We have worked locally in Connecticut for 27 years, and have developed very strong relationships with Connecticut-based subcontractors, many of whom are also leading second- and third-generation family businesses.

Connecticut could improve its family business environment by connecting these companies and promoting local working relationships amongst family businesses. By developing a platform for easily locating other like-minded firms, and offering incentives for collaboration, Connecticut could support its family businesses, and promote value-oriented connections throughout our local economy.

What is the one family value you want passed onto each generation in your business?

From its inception, Fortunato Construction Group was built around developing and maintaining relationships. The connections with our team, clients, providers, partners and others are the company's most valuable asset. From generation to generation, understanding the value of these relationships, and growing new ones, will continue to be the most critical and sacred aspect of the success of this firm.

With every decision we make, from business management to project management, we've got the impact of those around us in mind. As the firm continues to grow and change over time, these relationships will remain at the very heart of who we are, and how we do business.

Acme Wire Products Co. Inc.

Headquarters: Mystic (town of Stonington)

Industry: Manufacturer of custom metal fabrications

Year Founded: 1970

Founder: Edward J. Planeta

Generation Currently Running Company: Second

No. of Full-Time Employees: 50

No. of Part-Time Employees: 3

Family Members Currently Employed at

Company: Mary Planeta Fitzgerald, President; Edward Planeta, Jr., VP Sales; Michael Planeta, VP Manufacturing

Company Website: www.acmewire.com

Q&A

How do you remain competitive in the market?

As business costs rise and competition becomes more fierce, Acme Wire Products works to provide a high-quality product and personal service and responsiveness to our customers. Acme Wire Products is not providing a commodity product, we are making custom-fabricated wire and metal components. We have invested in technology, equipment upgrades, employee training and cross-training and look for areas where we can more fully meet the needs of our customers by expanding our fabrication capabilities.

Cost is an important consideration but we try to provide the best overall value to our customers, whether it is in the form of custom-packaging solutions, a variety of finishes or a weekly shipping schedule.

As a company, we listen to our customers and provide them with a solution to best meet their needs.

How do you instill your family values in your employees?

We take the approach of communicating family and company values through the way we act, speak and conduct ourselves. We stress the traits and values that are important to us and what it takes to be successful on personal and professional levels. We do not instill, demand or require that employees



Acme Wire Products employees pose in front of the company's sign at its Mystic headquarters.

follow a particular path.

The family values that we emphasize are stated in a portion of our corporate mission statement:

- We have a commitment to our employees to provide fair wages and benefits and to respond to their concerns in a timely and efficient manner.
- We will manage the business profitably so it continues to provide value and employment opportunities.
- We will conduct business in an ethical manner and contribute to our local community in the areas of improving basic needs and in the form of sponsorship to direct and further the manufacturing talents and aptitude of our local workforce.

How can Connecticut improve its family business climate?

The best way for the state of Connecticut to improve its business climate for family-owned businesses would be to eliminate or reduce the estate and gift taxes.

Currently, Connecticut has both a standalone estate tax and it also has a gift tax and it is the only state in the nation with a gift tax.

The gift and estate taxes bring in a relatively small amount of revenue each year, and over time the estate tax has brought in a diminishing proportion of tax revenue. In fiscal year 2014, the tax brought in only 1 percent of total general fund revenue.

Saybrook Point Inn, Spa, Marina

Headquarters: Old Saybrook

Industry: Hospitality

Year Founded: 1980

Founder: Louis and Mary Tagliatela

Generation Currently Running Company: Second

No. of Full-Time Employees: 100

No. of Part-Time Employees: 100

Family Members Currently Employed at

Company: Mary Tagliatela, Founder; Louis Tagliatela, Jr., Managing Partner, Mary's son and Tricia and Stephen's brother; Tricia Tagliatela, Managing Partner, Mary's son and Louis and Stephen's sister; Stephen Tagliatela, Managing Partner, Mary's son and Louis and Tricia's brother

Company Website: www.saybrook.com

Q&A

How do you remain competitive in the market?

We remain competitive by staying connected to our clients on a one-on-one basis, tracking domestic and international lifestyle and hospitality trends, and keeping current on retail trends, including food, gifts and décor, before they reach the hotel market.

What is the biggest challenge to your business in the coming year?

Availability of top talent and trainable staff that live in the local area.

What are the top two goals for your company over the next 10 years?

Using technology to our advantage in marketing, guest comfort and infrastructure without sacrificing personal touch.



(Top) Saybrook Point Inn & Spa employees commemorate the company's 25th anniversary. (Left) Three generations of the Tagliatela family are behind the Saybrook Point Inn & Spa. Pictured (from left): Tricia, Stephen, Louis Sr., Mary, and Louis Jr.



Allied Printing Services Inc.

Town: Manchester

Industry: Printing

Year Founded: 1949

Generation running company: Third

Number of Full-Time Employees: 312

Number of Part-Time Employees: 1

Family Members currently employed: John

Sommers Jr., CEO and President; Bette Sommers VP of Administration, John's grandmother.

Company website: <http://www.alliedprinting.com/>

Q&A

What are your most significant accomplishments in the last year?

Investment back into the company through new equipment purchases:

- Installation of two high-efficient Komori Web Presses
- Installation of two Muller Martini Saddle Stitchers, equipped for inside/outside mailing capabilities and selective binding
- Replaced our entire fleet of Canon Digital Printers with Model 10,000's; the newest and most advanced Canon Digital Printers
- KBA Rapida 106 6 C UV Double Coater Press (Sheetfed)
- Bobst Pocket Folder/Gluer
- Horizon Folder/Creaser, Perfect Binder and Cutter
- Bobst Novacut Diecutter
- Autobond Film Laminator
- Imposition Software

We also hosted our ninth annual charitable golf tournament (230-plus golfers and guests in attendance) resulting in \$23,000 in donations to each of our four local charities. We also created the Allied employee activity committee (internal and external activities) and Allied wellness committee to promote the health of our employees. We also experienced double-digit growth leading to job creation and increased employment opportunities.



Some Allied employees are shown posing for a photo to celebrate a new partnership.

What is the biggest challenge to your business in the coming year?

Our biggest challenge is developing creative ways to improve efficiencies while reducing our cost structure thereby strengthening our customers overall experience and continuing to deliver the highest-quality product.

What is the one family value you want passed onto each generation in your business?

Integrity.

Allied Printing is committed to providing exceptional customer service by doing whatever is needed to satisfy our customer's requirements and stand 100 percent behind the products we create. We pride ourselves on being honest and upfront to our customers about what we can provide and when. Everything we do, from the inception of a project to placing that completed project in our customer's hands is done with the utmost integrity.

Family Business Awards Finalists 2016

Listed alphabetically

Company	Nomination category	No. of CT locations	No. of family members employed full time/ No. of family members employed part time		Owner(s)/ Generation leading co.	Year founded
A/Z Corp. 46 Norwich Westerly Road, P.O. Box 370 North Stonington, CT 06359 a-zcorp.com	More than 200 full-time employees	3	2	0	Perry Lorenz 2nd	1968
Acme Wire Products Co. Inc. 7 Broadway Extension, P.O. Box 218 Mystic, CT 06355 acmewire.com	25 to 75 full-time employees	1	3	0	Mary Fitzgerald Edward Planeta Jr. Michael Planeta 2nd	1970
Allied Printing Services Inc. 1 Allied Way Manchester, CT 06042 alliedprinting.com	More than 200 full-time employees	1	2	0	John Sommers 3rd	1949
Amazing Celebrations & Events 77 Kreiger Lane, Suite 910 Glastonbury, CT 06033 amazingcelebrationsllc.com	Less than 25 full-time employees	1	2	3	Nancy and Michael Goldstein 1st	2002
Arbors of Hop Brook LP 385 West Center St. Manchester, CT 06040 arborsct.com	More than 200 full-time employees	3	2	0	Paul Liistro 2nd	1966
Baribault Jewelers 81 Rankin Road Glastonbury, CT 06033 baribaultjewelers.com	Less than 25 full-time employees	1	4	2	Lewis Baribault Jr. Lewis Baribault III Christina Baribault-Ortiz Raeann Baribault-Schwartz 3rd	1948
BioSafe Systems 22 Meadow St. East Hartford, CT 06074 biosafesystems.com	76 to 199 full-time employees	1	6	0	Robert and Rene Larose 1st & 2nd	1998
Captain John's Sport Fishing Center 15 First St. Waterford, CT 06385	Less than 25 full-time employees	1	3	1	Robert Wadsworth 3rd	1945
Caruso's Auto and Body Service Inc. 36 Tunxis Ave. Bloomfield, CT 06002 carusoautobody.com	Less than 25 full-time employees	1	4	0	Dolores Caruso Roger and Terry Michalman 1st & 2nd	1965
Complete Automotive Repair Specialists 160 Sebethe Drive Cromwell, CT 06416 carsllc.com	Less than 25 full-time employees	1	3	0	John Natale NA	1991
Earthlight Technologies 92 West Road Ellington, CT 06029 earthlighttech.com	25 to 75 full-time employees	1	5	1	Dana, Tim and Sam Schneider 3rd & 4th	2008
Flamig Farm 7 Shingle Mill Road West Simsbury, CT 06092 flamigfarm.com	Less than 25 full-time employees	1	2	1	Nevin and Julie Christensen 3rd	1907
Fortunato Construction Group 99 Old Brickyard Lane Kensington, CT 06037 fortunatoconstruction.com	Less than 25 full-time employees	1	3	1	Vincent and Richard Fortunato 1st	1989
Freed Marcroft LLC 419 Main St. Hartford, CT 06103 freedmarcroft.com	Less than 25 full-time employees	1	2	0	Meghan Freed Kristen Marcroft 1st	2012
Garden Barn Nursery & Landscape 228 West St. Vernon, CT 06066 gardenbarn.com	Less than 25 full-time employees	1	4	1	Kathy, Dennis, Kim and Shawn Gliha 1st & 2nd	1981
Gates Auto Group 143 Boston Post Road North Windham, CT 06256 GatesGetsIt.com	More than 200 full-time employees	4	4	0	Craig M. and Denton H. Gates 1st & 2nd	1986
Globele Energy LLC 240 Sargent Drive New Haven, CT 06511 globeleenergy.com	Less than 25 full-time employees	1	2	3	Elena Cahill Alex Discepolo 1st	2009
Grass Roots Ice Cream LLC 4 Park Place Granby, CT 06035 grassrootsicecream.com	Less than 25 full-time employees	1	2	2	Lee and Eliza Florian 1st	2013
Highland Markets 317 Highland St. Manchester, CT 06040 highlandparkmarket.com	More than 200 full-time employees	5	NA	NA	Tim Devanney 2nd & 3rd	1886
Hughes Health & Rehabilitation Inc. 29 Highland St. West Hartford, CT 06119 hugheshealth.com	76 to 199 full-time employees	1	2	2	Dr. Eugene Flaxman 1st	1961

Family Business Awards Finalists 2016

Listed alphabetically					
Company	Nomination category	No. of CT locations	No. of family members employed full time/ No. of family members employed part time	Owner(s)/ Generation leading co.	Year founded
Jumpin Jonnies 234 Talcottville Road Vernon, CT 06066 jumpinjonnies.com	Less than 25 full-time employees	1	1 2	Jason Vaillette 1st	2012
Kloter Farms 216 West Road, Route 83 Ellington, CT 06029 kloterfarms.com	76 to 199 full-time employees	1	12 0	Peter Welti Mary and Jason Kloter David Schneider 2nd	1980
Leete-Stevens LLC 61 Soith Road Enfield, CT 06092 leetestevens.com	Less than 25 full-time employees	3	2 2	Sean Stevens 4th	1882
LIVE EVERY DAY 138 Hopmeadow St. Simsbury, CT 06089 liveeveryday.org	Less than 25 full-time employees	2	2 0	Anthony and Matthew Calendrillo 1st	2007
Michael J. Keating Insurance Agency Inc. 10 Arapahoe Road West Hartford, CT 06107 keatinginsurance.com	Less than 25 full-time employees	2	2 0	Michael F. Keating 2nd	1969
O&G Industries 112 Wall St. Torrington, CT 06790 ogind.com	More than 200 full-time employees	37	9 1	Raymond, Gregory and David Oneglia 3rd & 4th	1923
Paine's Recycling and Rubbish Removal 54 Floydville Road East Granby, CT 06026 painesinc.com	25 to 75 full-time employees	1	4 3	Michael Paine Sr. Julie Paine-Miller 3rd & 4th	1929
Paul Buettner Florist 1122 Burnside Ave. East Hartford, CT 06108 buettnerfloral.com	Less than 25 full-time employees	1	2 1	Robert and Sandra Buettner Mindy Duval 3rd	1960
Record-Journal 500 South Broad St., 2nd Floor Meriden, CT 06450 myrecordjournal.com	76 to 199 full-time employees	1	2 0	Eliot White Liz White Notarangelo 4th	1867
Robert Hensley & Associates LLC 10 Avon Meadon Lane, Suite 1 Avon, CT 06001 hensleyassociates.com	Less than 25 full-time employees	1	4 1	Robert Hensley Joseph Shiman Margi Jakubowski Robert W. Hensley 1st	1991
Rutt Studio of Westport 56 Post Road West Westport, CT 06880 ruttstudioofwestport.com	Less than 25 full-time employees	1	1 0	Pat Fuscaldo 1st	1976
Saybrook Point Inn & Spa Two Bridge St. Old Saybrook, CT 06475 saybrook.com	76 to 199 full-time employees	1	2 2	Mary, Louis Jr., Tricia and Stephen Tagliatela 2nd	1980
Stackpole Moore Tryon Tuesday's 242 Trumbull St. Hartford, CT 06103 stackpolemooretryon.com	Less than 25 full-time employees	1	2 0	Ronald and Jody Morneauult 2nd	NA
Sullivan Financial LLC 7 Water St. South Glastonbury, CT 06073 www.SullFin.com	Less than 25 full-time employees	1	2 1	David W. Sullivan Jane Sullivan-Klett 1st & 2nd	2003
Superior Energy 994 Hartford Turnpike Vernon, CT 06066 propanect.com	26 to 75 full-time employees	1	3 0	Alan and Marianne Friedman NA	1939
Swede's Jewelers Inc. 98 Bridge St. East Windsor, CT 06088 swedesjewelers.com	Less than 25 full-time employees	1	3 2	Elaine Ward Stanley Jr. and Rob Szwed 2nd	1946
The Coffee Trade 21 West Main Street Avon, CT 06001 coffeetradeavon.com	Less than 25 full-time employees	1	2 0	Richard and Joan Portfolio 1st	1989
The North House 1 Nod Road Avon, CT 06001 thenorthhouse.com	25 to 75 full-time employees	2	5 0	Christine Chabot 1st	2016
VMS Construction Co. 162 Lake St. Vernon, CT 06066	25 to 75 full-time employees	1	3 0	Victor Serrambana Victor Serrambana Jr. 2nd	1982
Winterberry Landscape & Garden Center 2070 West St. Southington, CT 06489 winterberrygarden.com	25 to 75 full-time employees	1	3 1	Scot and Al Leavitt Chris Daigle NA	NA

Source: Hartford Business Journal Family Business Awards nominations. Note: NA = Not available.
—Compiled by Stephanie R. Meagher.

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JUDGES

2016 CONNECTICUT FAMILY BUSINESS AWARDS



ROBIN ANN BIENEMANN is CEO and founder of Crimson Rook, a Connecticut firm specializing in helping small and mid-size companies increase value, transition to new owners or generations and address underlying business challenges.

Bienemann brings extensive management experience to her role in working with business owners. She has served in an executive capacity for companies with revenues as small as \$1 million and as large as \$20 billion. At age 24, she founded Ocean Industries, a quality control equipment manufacturer in Manchester, N.H. Prior to creating Crimson Rook, she was senior vice president of operations with Blue Arc Corp., a \$60 million computer-storage manufacturer in San Jose, Calif.

The University of Connecticut's Schools of Business and Engineering tapped Bienemann to be their first Entrepreneur in Residence. Bienemann is leading an effort to strengthen ties between the university and the business sector.

In addition to her career work, Bienemann contributes to a variety of nonprofit organizations. She has provided services to hospices, shelters for men, women, families and seniors, and a farm collaborative as an individual contributor and board member.

Bienemann received her bachelor's degree from Springfield College and her master's as a Sloan Fellow at MIT. She lives in Granby with her husband Tom. The couple has three children and six grandchildren.

GAIL LEBERT is the director of partnership development for Klingberg Family Centers, which has a mission to build healing relationships that empower children and families to reach their full potential. Klingberg Family Centers, located in New Britain and Hartford, serves over 2,500 children and families in Connecticut each year.

Lebert was formerly the publisher of the Hartford Business Journal, and during her 12 years there led the talented HBJ team to

evolve from a weekly newspaper into a business information company.

Lebert is passionate about innovation and helping to connect businesses to each other to achieve their goals. Learning and sharing knowledge with others are her lifelong pursuits in the Connecticut marketplace.

In 2009 Lebert was awarded the Journalist of the Year by the Small Business Administration of Connecticut. In 2012 Lebert was honored as a Woman of Achievement by the Women Advocates for Youth at Adelbrook, The Children's Home, Cromwell. In 2013, she was honored by the YWCA in New Britain.

Lebert graduated from New York's Ithaca College with a Bachelor's degree in English.

Lebert lives in Glastonbury with her husband Jeff. She loves the beach and spending time with her family, daughter Angel, and her two granddaughters.



Robin Ann Bienemann



Gail Lebert



Anthony Price

ANTHONY PRICE is the founder and CEO of LootScout, which counsels small businesses how to raise capital. He is a trusted advisor to growing businesses in Connecticut and throughout the country. Price is a former economic-development executive and the founder of the

Hartford Capital Summit, an annual event to educate entrepreneurs about capital.

Price has written for the Hartford Business Journal, Worcester Business Journal and Federal Reserve Bank of Boston. He has appeared on the popular TV programs Face the State with Dennis House, The Stan Simpson show, radio, and other social-media platforms. His research assistance on small business was acknowledged by Michael Shuman in his book, "The Local Economy Solution: How Innovative, Self-Financing Pollinator Enterprises Can Grow Jobs and Prosperity." Price is writing a book about capital, which is scheduled for a late 2016 or early 2017 release.

He serves on several nonprofit boards in Connecticut and has been on a for-profit board for the past eight years.

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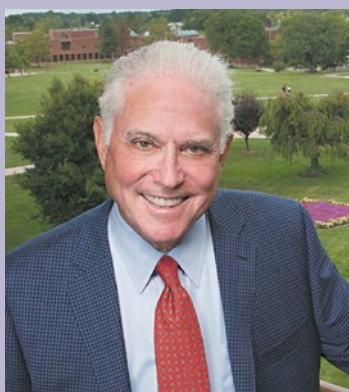
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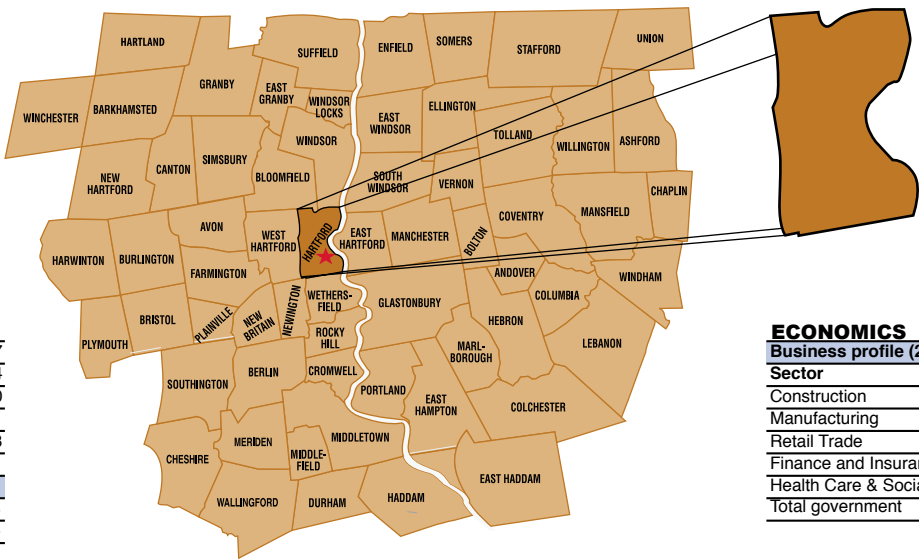
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Hartford, CT 06103
(860) 757-9311

Land area (sq. miles)	17
Pop./sq. mile (2010)	7,204
Median age (2010-14)	30
Households (2010-14)	45,801
Median HH Inc. (2010-14)	\$29,313

Population (2010-14)	
2000	121,578
2010	124,775
2014	125,211
2020	126,656

Race/Ethnicity (2010-14)	
White	19,941
Black	47,956
Asian Pacific	3,187
Native American	49
Other/Multi-race	29,116
Hispanic	54,603

HOUSING	
Housing stock (2010-14)	
Existing units (total)	53,644
% single unit	15.0%
New permits auth. (2015)	6
as % existing units	0.00%
Demolitions (2015)	88
Residential sales (2013)	240
Median price	\$163,600

Top 5 Employers	
Eversource	
The Hartford	
Aetna Inc	
Hartford Financial Svcs Group	
Travelers Indemnity Co	

Educational attainment (2010-14)			
Persons age 25 or older		Town %	State %
High school graduate	22,632	31%	28%
Associate's Degree	4,357	6%	7%
Bachelor's or more	11,057	15%	37%

GOVERNMENT	
Government form	Mayor-Council
Total revenue (2014)	\$557,359,000
Per capita tax (2014)	\$1,996
as % of state average	74.0%
Total expenditures (2014)	\$554,418,000
Total indebtedness (2014)	\$527,911,000
as % of expenditures	95.2%
per capita	\$4,233
as % of state average	182.7%
Annual debt service (2014)	\$54,318,000
as % of expenditures	9.8%
Equalized net grand list (2014)	\$6,888,293,807
per capita	\$55,237
as % of state average	38%

ECONOMICS		
Business profile (2014)		
Sector	Units	Employment
Construction	169	1,405
Manufacturing	71	1,199
Retail Trade	403	3,624
Finance and Insurance	245	21,176
Health Care & Social Assistance	407	25,032
Total government	170	20,731

LABOR FORCE		
Commuters (2014)		
Commuters into town from:		
Hartford	15,209	New Britain 3,641
West Hartford	7,651	Windsor 3,553
East Hartford	5,157	Glastonbury 3,490
Manchester	5,062	

Labor Force (Residence)	54,544
Employed	47,895
Unemployed	6,649
Unemployment Rate	12.2%

Place of Work (2014)	
# of units	3,640
Total Employment	112,095
Manufacturing Employment	1,199

TOP 5 GRAND LIST		
Company	Amount	% of Net
Connecticut Light & Power	\$139.4M	4.00%
Travelers Indemnity Co.	\$130.7M	3.70%
Hartford Fire Insurance and Twin City Ins.	\$118.7M	3.30%
Aetna Life Insurance Co	\$105.4M	3.00%
HUB Properties Trust	\$48.9M	1.30%

Source: Connecticut Economic Resource Center, www.cerc.com

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EDITORIAL

Republicans' budget-forecasting concerns are legitimate

A simmering political controversy over differing budget projections offered by Gov. Dannel P. Malloy that show a balanced budget on one hand, and a deficit on the other, is cause for concern to Connecticut taxpayers.

The melodrama — first reported by the CT Mirror — stems from a Sept. 6 memo Malloy sent to his agency heads asking them to tighten their purse strings in anticipation of a projected \$133 million deficit for the current fiscal year. Two weeks later, Malloy's budget office released its monthly public budget forecast, declaring the state's General Fund was in balance, even projecting a tiny surplus.

The discrepancy between the rosier public forecast and gloomier private one drew the ire of GOP legislative leaders, who were looking for any slab of political red meat to feast on as Election Day approaches and political power in the General Assembly hangs in the balance.

In addition to calling for a special hearing on the conflicting budget projections, Republican lawmakers also want to restore the comptroller's authority to essentially verify rather than rubber stamp the governor's budget forecasts.

We understand the budget is the single most political document within state government because it reflects the values and priorities of those who hold power. But the public needs an honest accounting of the state's financial position. Forecasting a deficit in a memo to agency heads and a balanced budget to the public doesn't seem to live up to those expectations. The fact that this occurred weeks before an election raises further eyebrows.

Republican calls for more independent budget assessments should be taken seriously and the comptroller, who is also elected, must be allowed to do his/her job and serve as a check and balance to the governor. We urge lawmakers next legislative session to give the comptroller's office the ability to modify the governor's monthly budget projections, powers that were stripped away by the legislature more than two decades ago. (It should be noted that the nonpartisan Office of Fiscal Analysis also issues revenue estimates).

The Malloy administration and other Democrats have fought back against Republicans, arguing their over-the-top rhetoric is simply election-year politics. Surely, there is some truth to that. Connecticut's weak Republican party is looking to gain control of the House and Senate and stirring a controversy a few weeks before ballots are cast could sway some of the electorate.

But there is some history here. It was only a few years ago when Gov. Dannel P. Malloy downplayed the threat of future budget deficits during his tight gubernatorial race with Republican challenger Tom Foley, only to reveal a large deficit shortly after his victory.

The Malloy administration has painted its internal projections as a sort of budget exercise that will help the governor craft his next budget proposal to be released early next year. Malloy's budget chief, who was scheduled to release another budget assessment last week, told the CT Mirror that the message to commissioners contained "extremely conservative" revenue estimates. That may be true, but taxpayers deserve that same honest assessment, and considering the state's economic performance in recent years, conservative estimates seem to be the right approach. ■

► **Republican calls for more independent budget assessments should be taken seriously and the comptroller, who is also elected, must be allowed to do his/her job and serve as a check and balance to the governor.**

RULE OF LAW

Expanding school choice key to education reform

By John Horak

On Sept. 7, Superior Court Judge Thomas Moukawsher issued a decision in Connecticut Coalition for Justice in Education Funding Inc. v. Rell, which is the latest in a decades-long series of Connecticut lawsuits (commencing in the 1970s) that have sprouted in the soil where the "educational promise" the people inserted in the state constitution in 1965 ("There shall always be free public elementary and secondary schools in the state" and the "General Assembly shall implement this principle by appropriate legislation") collides with the on-the-ground reality in poor public school districts (where educational outcomes lag far behind those in wealthier districts).



John Horak

Moukawsher concluded that the state has defaulted on its constitutional educational promise to children in the poor districts, and gave the General Assembly 180 days to come up with a solution for him to review.

The decision is on expedited appeal to the Connecticut Supreme Court. However, regardless of what the Supreme Court decides, this case, like its predecessors, will likely fail to make a sufficient difference for the simple reason that the problem in these districts is economic in nature (self-perpetuating poverty and its many manifestations), and prosperity (and its associated human benefits) cannot be restored by judicial order or by legislative decree.

On the other hand, a suit filed on Aug. 23 in Connecticut Federal District Court (Martinez v. Malloy) is an education case with promise. It argues shrewdly that the state is, de facto, segregating children in the poor school districts (which it knows "full well" are inadequate) by placing artificial limits on the availability of "school-choice" options (magnet schools, charter schools, and open-choice programs) that would otherwise offer them a way out.

In legal terms, Martinez argues that legislative roadblocks limiting the availability of school choice violate the federal constitution's equal protection and due process rights of the children — who are left to languish "on waitlists for years and years" until it is too late.

In lay terms, the wisdom in Martinez is the same as that in the Serenity Prayer, which, as readers may know, is to ask God to grant us the serenity to accept the things we cannot change, the courage to change the things we can, and the wisdom to know the difference.

Another way to say it is this: We must be mature enough to accept with pragmatism the fact that the poverty in question will not be ameliorated anytime soon, while having the wisdom and courage to change what we can in the meantime — expand school-choice options to give the kids a way out.

There is a fascinating alignment of the stars in these two separate cases (maybe God is listening after all). On the one hand, Moukawsher has made at least half the case for the plaintiffs in Martinez by concluding (after hearing weeks of evidence) that the public schools are, in fact, failing the children; and, on the other hand, the Martinez plaintiffs are spoon-feeding Moukawsher (depending on what happens in the appeal) a legislative remedy of the type he gave the General Assembly 180 days to devise — eliminate the artificial barriers that limit the availability of school choice.

The favorable alignment of these cases puts traditional opponents of school choice — the members of the state government-union axis (who want to protect their turf) and the social-justice visionaries (who want to fix cities like Bridgeport by taking money out of neighboring Fairfield) — between a rock (Moukawsher) and a hard place (the federal courts where Martinez was filed), which does not mean they are likely to change their minds anytime soon.

My response to the members of the government-union axis is that the situation has become sufficiently dire as to expose a massive ethical failing on their part — a conflict of interest born of the fact that the educational promise in the state constitution runs to the benefit of the children, not to the educators or employees of the state Department of Education who are merely the functionaries through which

the promise is fulfilled.

My response to the social-justice visionaries is that they should not use children in poor districts as pawns in a quixotic effort to "solve poverty" by blaming, for example, wealthy Fairfield for the plight of Bridgeport; or to advance regionalism (a surreptitious form of wealth redistribution), which is a political impossibility that would, at best, dilute the concentration of poverty for a while.

In other words, in addition to the Serenity Prayer the visionaries should remember that the perfect (fixing all that ails Bridgeport, for example) should not be the enemy of the good (giving as many of the kids as possible a way out of its schools). ■

John M. Horak is a retired lawyer and the director of TANGO Nonprofit Education and Consulting in Farmington. The opinions expressed are his own.

► **In legal terms, Martinez argues that legislative roadblocks limiting the availability of school-choice options violate the federal constitution's equal protection and due process rights of the children — who are left to languish "on waitlists for years and years" until it is too late.**

HARTFORDBUSINESS.COM POLL

Can UConn men's/women's basketball maintain elite status outside a Power Five conference?

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Does your company offer the ability to telecommute?

60% Yes

40% No

EXPERTS CORNER

Tips for outsourcing your company's IT

By Carlos Perez

Small business owners by nature wear many hats to run and manage their companies. In many cases those responsibilities, while crucial to the operation of the business, are not the company's primary focus. One of these functions is running a small business' information technology or relying on internal staff to update, upkeep and maintain their IT despite technology not being their specific area of expertise.

With the challenges business owners face today and the importance technology has on running the business, and the importance access to data has on meeting client needs, many small business owners are seeking ways to outsource their technology.

However, concerns — such as lack of time, data security, vendor trustworthiness, unknown costs, etc. — often paralyze business owners into inaction. This is actually worse, as existing IT infrastructure becomes obsolete and there is an increasing demand to have access to a company's

information and data at any time, from any platform and from anywhere.

These concerns and the myth that outsourcing IT is a risk or too expensive have been put to rest by the continued development of the cloud and the competitive advantage it can provide to businesses in more secure, more efficient and cost-effective ways as ever.

The cloud has truly leveled the playing field by giving the small business the performance and security once only available to large enterprises, without having to make the significant capital investments of traditional IT. The value of a technology partner that can effectively help a small business maximize this technology adds to the competitive advantage a small business needs to differentiate itself from its competitors.

Here are some tips for small business owners seeking to outsource their IT services, or those who may be looking to make a switch to a more efficient and cost-effective provider.

Conduct an IT assessment with a reputable and unbiased IT expert.

The transition of outsourcing IT services can be a difficult decision for the leader of a small firm who's accustomed to managing this responsibility in house. Seek an expert who can evaluate the current state of your IT operation, not only from a technological perspective but more importantly from a competitive-advantage perspective.

An IT audit should look at the needs of

the business based on its mission, vision, goals and market, and evaluate if the existing IT infrastructure meets those needs or not, and recommend cost-effective solutions as part of the IT assessment finding's report.

Understand that cloud and mobile technology can be leveraged to enhance the growth and development of your business at a lower cost.

Many small businesses believe that outsourcing their technology means the need to purchase expensive hardware and services. This is not always the case as cloud services actually eliminate the need for costly hardware such as servers and routers, while providing all the security, data back-up and access a business needs to compete and succeed.

Recognize it may actually cost you more to manage your IT in-house.

Every hour a business owner devotes to managing his or her own IT is an hour not devoted to customer service, new business development, product and service improvements, managing staff and other vital operations of the business.

A small business owner's time is more valuable and better spent on their core business and attending to customers than in running, updating their IT or trying to fix an employee's IT issue. ■

Carlos Perez is a principal at Hartford-based Perez Technology Group.



Carlos Perez

LETTER TO THE EDITOR

Interstate trucks don't get 'free' ride on CT's highways

Dear Editor:

I am writing to clarify one point that was made in your Q&A with Congressman John Larson, which was published ("Larson: \$10B tunnel plan to reshape Greater Hartford") on Oct. 17. In response to one question, Congressman Larson stated that "These interstate vehicles get a free ride while they clog our highways and create wear and tear." While this statement could be accurate when referring to passenger cars, from an interstate trucking perspective, that is not the case.

Interstate trucks pay fuel use taxes to the state in which they use the fuel, regardless of the state in which the fuel was purchased. Interstate motor carriers are required to do this under an interstate agreement recognized by Congress known as the International Fuel Tax Agreement (IFTA). Under this system, interstate motor carriers paid more than \$178 million in state fuel taxes to Connecticut in one year alone, according to the most recent data from the Federal Highway Administration.

Similarly, interstate trucks pay apportioned registration fees to all of the states in which they operate, regardless of where the truck is based. Interstate motor carriers are required to do this under an interstate compact recognized by Congress known as the International Registration Plan (IRP).

In both systems, taxes and fees owed to Connecticut are calculated based on the number of miles driven in the state.

These two agreements ensure that any commercial truck traveling through Connecticut pays its fair share of taxes and fees, regardless of where the truck is based, or where its fuel is purchased.

Joseph R. Sculley
President, Motor Transport Association of CT

BIZ BOOKS

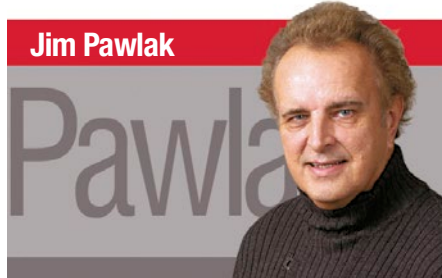
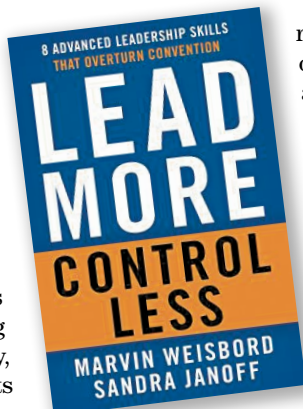
Eight advanced leadership skills to engage employees

“Lead More Control Less — 8 Advanced Leadership Skills That Overturn Convention” by Marvin Weisbord and Sandra Janoff (Berrett-Koehler Publishers, \$19.95).

Many leaders believe that imposing “how” through policies, processes and procedures (P3) provides the results roadmap. The authors believe that P3 as absolutes often create organizational conflicts, which impede progress toward results. Why? P3 puts the creativity of employees in straitjackets because it forces them to work within the confines of their job descriptions.

Their research and consulting experiences found that control rising from within goal-focused ranks fosters collaboration by combining questioning with creativity, which produces better results faster. Unlike the fable of the blind men trying to describe an elephant by touching its various parts, employees see the “whole elephant.” People begin sharing their experiences and perspectives; everything becomes fair game — there’s “no elephant in the room.”

The foundation for their “eight” skills can be found in skill No. 1: “Control structure, not people.” Management has to authorize self-organization by encouraging employees to think outside their box. Then it has to manage differently; it has to coach. It does that by



Jim Pawlak

reminding employees every day of: 1. the goals, which structures action around purpose, and 2. the question employees should ask and answer “What do I need from others today?” in order to accomplish their day's goals and address shifts in priorities.

When employees answer that question, they also place a premium on time. They recognize that connecting to the right people shortens the time required

to reach the goal. Management moves into time-saver mode by quickly facilitating connection and resolving conflicts.

Management can also control work structure. How? By listening to and acting upon “what’s not working and what is” feedback, and sharing the results across functions.

The bottom line: An organizational culture that allows employees to fully use their abilities produces engagement, which produces exceptional results. ■

► **An organizational culture that allows employees to fully use their abilities produces engagement, which produces exceptional results.**

“Driven to Distraction at Work — How to Focus and Become More Productive” by Edward M. Hallowell (Harvard Business Review Press, \$26).

STRESS — at work we feel its pressure every day. Ever-shifting priorities, meetings, phone calls, voicemail, email, etc. are a witch's brew of distraction. Following Hallowell's “Stop that; do this” advice minimizes distractions, and boosts both mental sharpness and output. The highlights:

“Screen sucking — how to control your electronics so they don't control you.” The time spent on the phone, responding to emails and searching the Web, steers attention from your to-do list. To gauge “electronic interruptus,” keep a log for a week of how much time you spend using technology. Check the log to see the amount of electronic-related time actually spent on your to-do list items. You'll quickly identify wasted time.

The fix: Reserve a

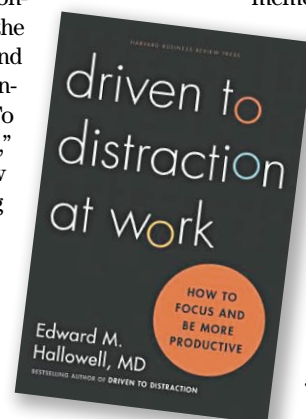
30-minute pocket in the morning and afternoon for screen time. This creates time for uninterrupted focus on tasks. When you need a break, forget playing games on your smartphone or surfing the Web. Instead, read an article or talk with someone about an item on both of your to-do-lists.

“Multitasking — how to say no when you have more to do than time to do it.” Playing Ping-Pong with tasks isn't just inefficient, it's ineffective. Switching back and forth between tasks requires refreshing your memory to reestablish focus. That wastes time.

Additionally, complex tasks require concentration and switching increases the odds of overlooking critical information.

The fix: Set daily priorities and follow through. Learn to say no to yourself and to others. ■

Jim Pawlak is a nationally syndicated book reviewer.



ACCOLADES & MORE



OF NOTE

ADVERTISING CLUB OF CT ANNOUNCES WINNER OF THE OUT OF HOME COMPETITION

The Advertising Club of CT announced the winner of the 2016 Out of Home competition, which had a theme of Opioid Addiction Awareness and Prevention. The first place winner was Don Carter, a graphic designer at Adams & Knight of Avon. Carter received \$150 cash and will have his design displayed on digital billboards throughout the state. Pictured (from left) are: Jill Spinetti, Kristen Granatek and Don Carter.

...



DR. MARJA HURLEY HONORED FOR OUTSTANDING RESEARCH

UConn School of Medicine's Dr. Marja Hurley has been honored by the American Society for Bone and Mineral Research (ASBMR) with its 2016 Lawrence G. Raisz Award. The award recognizes Hurley, a professor of medicine and orthopaedic surgery at UConn Health, as a distinguished ASBMR member with outstanding achievements in preclinical and translational research.

...

NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS SELECTS PRESIDENT

The National Association of State Chief Information Officers selected Mark Raymond, Connecticut chief information officer, as its president for the 2016-2017 program year. Raymond leads Connecticut's Bureau of Enterprise Systems and Technology, part of the Department of Administrative Services.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

WINDSOR CHAMBER OF COMMERCE DONATES SCHOOL SUPPLIES



► The Windsor Chamber of Commerce collected more than 50 backpacks filled with school supplies during the Chamber's annual backpack for kids program. The backpacks were delivered to Sage Park Middle School and Windsor High School for kids to use over the coming school year. Pictured (from left) are: Phyllis Stargardter, Melissa McCarthy, Paul Cavaliere and Kasey McCarthy.

KELSER HOLDS CHARITY FUNDRAISER FOR AMERICAN LUNG ASSOCIATION



► East-Hartford technology consultant Kelser Corp. held its 20th annual Kelser Charity Challenge fundraiser for the American Lung Association. The tournament and dinner held at Indian Hill Country Club in Newington raised a projected \$27,000 for the American Lung Association. Pictured (from left) are: Lisa Carroll, David Fisch, Barry Kelly and Jeffrey Seyler.

KNOX AND TD BANK PLANT TREES IN HARTFORD



► Staff and volunteers from Hartford nonprofit KNOX were joined by employees from TD Bank to participate in TD Tree Days, a cooperative effort to plant new trees in local communities in need. Volunteers planted 20 fruit trees at the Community Garden in Hartford.



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